

A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

Final Report

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This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the contractor and do not necessarily reflect the views of the Economic Development Administration.

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INTRODUCTION

Background of the Industrial Development Division

From a comprehensive plan proposed in October 1955, the idea of an industrial development program at Georgia Tech became a reality in July 1956 with the establishment of a three-man branch. The Industrial Development Branch grew to division status within the Engineering Experiment Station in 1962; currently the Industrial Development Division (IDD) has more than 70 employees located in the central office in Atlanta and in branch offices in Albany, Augusta, Carrollton, Douglas, Macon, Rome, and Savannah.

The overall objective of the Industrial Development Division is to stimulate and advance industrial and economic development. This objective is to be achieved through active cooperation with other agencies and organizations engaged in the field of industrial and economic development and through the continuing development and implementation of programs which are designed to accomplish the following specific aims:

1. To provide the factual, scientific research needed to assess the economic status and development potential of the state and its subdivisions.
2. To describe, measure, and evaluate the physical and human resources of the state and its subdivisions.
3. To determine, through objective research and analysis, the types of business and industrial operations that are best suited for development or expansion in Georgia and in specific locations within the state.
4. To serve as a center for the collection, interpretation, and dissemination of information relating to industrial and economic development.
5. To provide professional assistance, information, and service to governmental units and to other industrial and economic development groups.
6. To provide professional assistance, information, and service to established and prospective business and industrial firms.
7. To motivate and assist public and private organizations in the utilization of research findings in the achievement of industrial and economic potentials.
8. To provide professional instruction and guidance in the application of the principles and techniques of industrial and economic development.

Development of Management and Technical Assistance Program

In 1960, the Industrial Development Division, under the Management Research Grant Program of the Small Business Administration, conducted a comprehensive study of the problems and needs of small manufacturing management. The most significant finding of this study was that small businessmen critically need direct, personal guidance in resolving internal problems affecting their survival and growth.

To at least partially fulfill this need and in keeping with the sixth aim specified above, in early 1960 the Division started a modest program of management and technical assistance to small business and industry in Georgia. Response to this service in the ensuing months prompted the formation of the Industrial Services Branch to deal exclusively with the task of providing direct assistance to small businessmen in Georgia. As a result of the expansion of functions in the Branch, the EDA program is now centered in the EDA Services Section.

On March 11, 1965, the U. S. Department of Commerce announced approval of a major program to stimulate the growth and expansion of business and industry in 16 designated counties in Georgia. This program was conceived and conducted as a joint effort of the Economic Development Administration, the Georgia Department of Industry and Trade, and the Georgia Institute of Technology. Work on the program was conducted by staff members of the Industrial Development Division (IDD) of Georgia Tech's Engineering Experiment Station during the contract period beginning June 1, 1965, and ending May 31, 1966.

On May 11, 1966, the Economic Development Administration approved the extension of the management and technical assistance program to June 1, 1967. In brief, this program covered an expansion of the 1965-1966 program with services oriented toward assistance to firms in designated Economic Development Districts. Additional service also was to be provided (1) to firms in counties qualified for EDA assistance in those cases where requests for assistance were approved by the EDA Field Coordinator and (2) to the EDA Field Coordinator in those cases where there was a need for data concerning the impact on employment opportunities of EDA funds to be expended for public works projects.

On April 19, 1967, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a third year. In brief, this program covered an expansion of the 1966-1967 program with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. Additional service also was to be provided (1) to firms in Economic Development Centers, (2) to firms in EDA-designated areas in bidding for government contract work, (3) to firms having received loans from the U. S. Department of Commerce upon request of the authorized representative of the Contracting Officer, and (4) to the EDA Field Coordinator in those cases where there was a need for data concerning the economic impact that business and public works proposed for Economic Development Centers would have on the Economic Development Districts and surrounding EDA-designated areas. Further, a survey of an Economic Development District to determine the extent, availability, and characteristics of the District's unemployed was to be made.

On April 12, 1968, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a fourth year. In brief, this program covered a continuation of the 1967-1968 program, at a reduced level of funding and effort, with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in certain Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed with assistance extended to those firms needing assistance. Assistance to the EDA Economic Development Specialists and Economic Development Districts was to be provided in those cases where there was a need for economic impact studies and documentation in connection with applications for industrial and public works projects.

On April 29, 1969, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a fifth year. This program covered a continuation of the 1968-1969 program. Although the EDA grant for the program was reduced, the local matching funds were increased proportionately resulting in the same level of funding and effort. These services were directed toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in newly designated Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed and assistance extended to those firms requiring assistance. A selective resurvey of firms in EDA-designated counties was to be conducted to determine firms with expansion possibilities and identify the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas. Assistance to the EDA Economic Development Representatives and Economic Development Districts was to be provided in a limited number of cases for economic impact studies and documentation in connection with applications for industrial and public works projects.

While the EDA program assisted in continuing the Division's total program of service to industry, it did not lessen the need for the Division's basic program of management and technical assistance, which is state-wide in scope and limited in type of service only by available staff capabilities and by self-imposed policy restrictions.

During fiscal 1969-1970, 101 management and technical assistance projects were active under the EDA program. This brought to 511 the total number of projects undertaken by the Division under the contract as of May 31, 1970.

Purpose and Contents of Report

The primary purpose of this annual report is to review the activities of the EDA Services Section and other staff members of the Industrial Development Division covered under this project from June 1, 1969, through May 31, 1970. The major section of this report, therefore, is directed to a brief description of the 101 assistance projects which have been active during the year. These descriptions cover the types of services provided, the approaches used, and the types and locations of the firms or organizations for which the work was performed. With the exception of those projects which are continuing, each of the project descriptions is concluded with a summary of the results achieved when known.

Preceding this major section and immediately following these introductory remarks is a description of the nature and scope of the management and technical assistance program. This section includes statements of objectives, staff capabilities, and operating policies; an outline of the approach used on individual projects; and an evaluation of the program.

NATURE AND SCOPE OF THE EDA SERVICES PROGRAM

Objectives

The program activities described in this report represent an extension of the Industrial Development Division's established service to Georgia business and industry through market research, management guidance, and technical assistance. The specific objectives of the EDA-sponsored program, as stated at the outset, were the following:

1. To stimulate the expansion and diversification of existing business and industry in designated EDA counties.
2. To support the formation of new, economically sound enterprises in designated EDA counties.
3. To create additional jobs in the designated EDA counties through the accomplishment of the first two objectives.

Staff Capabilities

The staff of the EDA Services Section has had a wide range of practical experience in consulting, administrative, and operational work with a variety of business and industrial firms. Supporting the Section staff are other professional personnel of the Industrial Development Division: market analysts, plant location specialists, industrial economists, statisticians, research librarians, and industrial and chemical engineers. In addition, the facilities and personnel of other divisions of the Engineering Experiment Station and of Georgia Tech's academic departments and library are available for consultative work on special projects.

Operating Policies

When it is decided to proceed with a project, the assignment of personnel and the priority given to these assignments are determined on the basis of the potential return which can be expected from an investment of management and technical assistance services. Several external factors are involved in the determination of project priorities. The four main criteria are as follows:

1. The inherent potential of the proposal is the first test applied to a request for assistance. If a new product or process is involved or if the request is for assistance in the organization of a new enterprise, an analysis is made of the profit potential of the product, process, or company. If the potential appears to be sound, the proposal has passed the first test.
2. The second criterion involves the management and/or technical competence of the individuals requesting assistance. Their competence becomes a factor in the overall potential of the proposal. Assuming a high degree of management competence, a proposal with sound market potentials justifies a high priority. Without such competence, the chances of success for a potentially good idea are obviously reduced.

3. The economic impact of IDD's assistance service represents the third test. A higher priority is normally given to those projects in which a relatively high return can be achieved through the creation of better-paying jobs, the increased use of natural resources, and the fulfillment of a profitable business opportunity.
4. The fourth test relates to the financial resources supporting the proposal itself. If the proposal has validity in all other respects, financial backing usually can be secured from outside interests. If the proposed product, process, or company is weak in either of the first two external factors stated above, its potential success is weakened even if the individuals involved can provide their own financial backing. So priority is determined on the basis of the financial resources behind the proposal if it meets the first two criteria.

Individual Project Approach

As a result of IDD's work with companies of varying sizes during the initial four years of the program, a standard approach (especially in problem-solving projects) has evolved that has proved successful in most cases. The projects are approached in the following three steps:

1. Efforts initially are directed toward assisting the firm in solving its problem by itself. This is essentially a matter of assisting company representatives in identifying the true nature of a problem, then guiding them toward and through a series of steps by which they can resolve the problem.
2. If it is not possible for a firm to resolve a problem situation with its own personnel, direct assistance is provided in attacking those aspects of the problem which IDD can competently approach.
3. If a problem situation involves an unusual amount of time relative to the results to be attained or if qualified personnel are not available to attack the problem, the firm is advised of its need for competent consulting specialists.

Evaluation of the Program

In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 2,028 identifiable jobs have been saved in 19 firms assisted by IDD. Another 537 identifiable jobs have been created in 35 expanding companies which were assisted. In the 39 new ventures and the 35 expansions which were aided by IDD during the period, 3,383 new jobs either are being created or show definite promise of early establishment.

Conclusions regarding the overall impact of this program must be based upon a collective evaluation of the individual projects and their respective results. This evaluation should include not only a recognition of the fact that a deliberate attempt has been made to state the significance of IDD efforts in realistic

terms, but also a consideration of the following special points concerning the results reported:

1. In many cases, the contributions of IDD staff personnel were major factors in management decisions to act or not to act on a specific plan of development. This was particularly true in those cases involving the development of new ventures.
2. In some situations, the end result would have been the same regardless of IDD participation. In such cases, IDD staff personnel helped to facilitate the achievement of an already determined goal.
3. In certain projects, IDD staff personnel filled a negative role by determining that a proposed course of action was not economically sound. The project staff felt that such actions, where they were taken, were in the best interests of all parties in the project. It is not enough to provide support for sound proposals; the unsound ones also must be identified.
4. At the request of the EDA Economic Development Representative, personnel of IDD assisted several Georgia communities in the documentation of need for the establishment or expansion of water and sewer facilities. While such assistance did not result in directly created jobs, it served to point up the need for such facilities to permit the immediate establishment of new industry and/or the expansion of existing industry in which new jobs would be created.

Because of the preceding considerations, it is not practical to attempt to quantify results of this type program solely in terms of jobs created. Further, since it was the first program of its kind in a state-supported university, it is impossible to judge its merit on a comparative basis. It is necessary, therefore, to evaluate the program by empirical means. Several observations indicate that the management and technical assistance program to business and industry in Georgia has been beneficial:

1. After a modest start, the program has grown both in quantity of projects and in the comprehensiveness of the assistance offered. The program has been well received throughout Georgia and is being supported by the firms that have been assisted.
2. Consultants of all types have been kept apprised of Georgia Tech's management and technical assistance efforts and have worked in conjunction with IDD to further the program. All parties concerned seem to feel that the program is mutually beneficial.
3. Success of the original program has led to expansion of the project by the U. S. Department of Commerce's Economic Development Administration in Georgia and initiation of comparable programs by agencies in other states.
4. As a result of previous M&TA experience, IDD personnel provided counsel to the federal government in an effort to bridge the gap between the accumulated findings of governmental, education, and private research and the information needs of business and industry. This counsel eventually resulted in the passing of the State Technical Services

Act of 1965. In commenting on the new Act, the National Observer stated on September 20, 1965:

One of the best current programs -- and an early model for drafting the Federal legislation -- is in Georgia. There Georgia Tech's Industrial Development Division helps local businesses, even to the point of helping them with plant layouts -- a point not included in the Federal plan.

5. During fiscal 1969-1970, the overall assistance program was continued under EDA sponsorship including economic impact studies for communities seeking to expand city services. These studies, closely related to and complementing the program of management and technical assistance to business and industry, provide the basis for developing adequate community facilities and services to support additional industrial and economic growth.

Acknowledgments

It would not be feasible to list by name the scores of businessmen, city and county officials, and members of local development groups who cooperated wholeheartedly in the implementation of this program. However, the work performed under this contract could not have been achieved effectively without the close cooperation of the Georgia Economic Development Representatives for the Economic Development Administration.

APPROACH TO THE PROGRAM

At the start of the program in June 1969, 27 projects were carried over from the previous contract. Internal controls were reviewed and reissued to provide for the effective assignment of staff to be covered by the field offices (see Map 1), and manpower estimates were prepared. Program controls were reviewed to insure adequate work records (see Appendix 1), and man-hours were budgeted for each staff member according to the probable volume of work to be generated from his individual assignments.

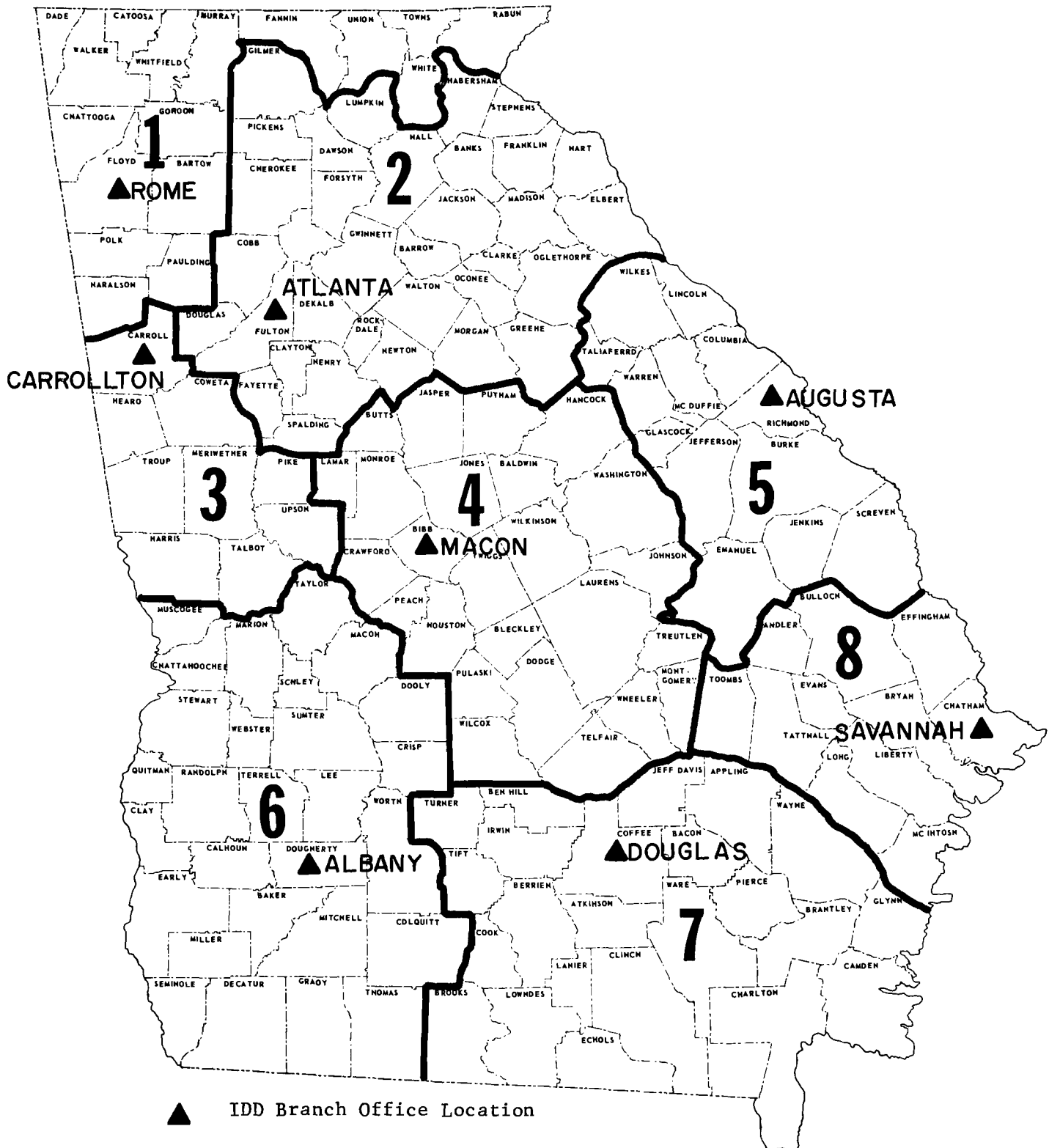
A presentation explaining the program was prepared and submitted to the executive director of the newly designated Economic Development District. (See Appendix 2, Outline of EDA Program.) Map 2 shows the twelve Economic Development Districts and the designated EDA counties in each. The program continued to be well received and, while conducted consistently throughout the state, was tailored to fit into the existing programs under way in some of the Districts. Close liaison was maintained with the assigned members of the Development District staffs by the Atlanta and field personnel of IDD.

Normally, the first contact with individual firms in EDA counties and Development Centers came as a result of local news articles in the area's newspaper. (See Suggested Press Release and Sample News Article, Appendix 2.) The next contact was made by letter (see Exhibit B, Appendix 2) from the local Area Planning and Development Commission. Each of the firms contacted subsequently was visited by an IDD staff representative and, in some cases, an Area Planning and Development Commission staff representative. These visits served to establish personal contact with local business and industrial officials and to determine specific opportunity for expansion, diversification, or the establishment of new businesses. As a part of the interview, information was collected by the IDD staff representative on such factors as employment, product, and production capability of each company through use of the specially designed Manufacturers Data Sheet. (See Exhibit C, Appendix 2.)

As each individual project was developed, an IDD representative was assigned project director, and the required work was either performed by the project director or assigned to a staff specialist. The project director maintained close contact with the company involved until the project was completed; work performed on each project and the results achieved were recorded on individual project report forms. (See Appendix 1.) The format of the quarterly report to the Office of Technical Assistance of the Economic Development Administration was retained in its same form as the previous year to facilitate reporting quarterly the nature and status of appropos work performed in each of the Districts to the District offices.

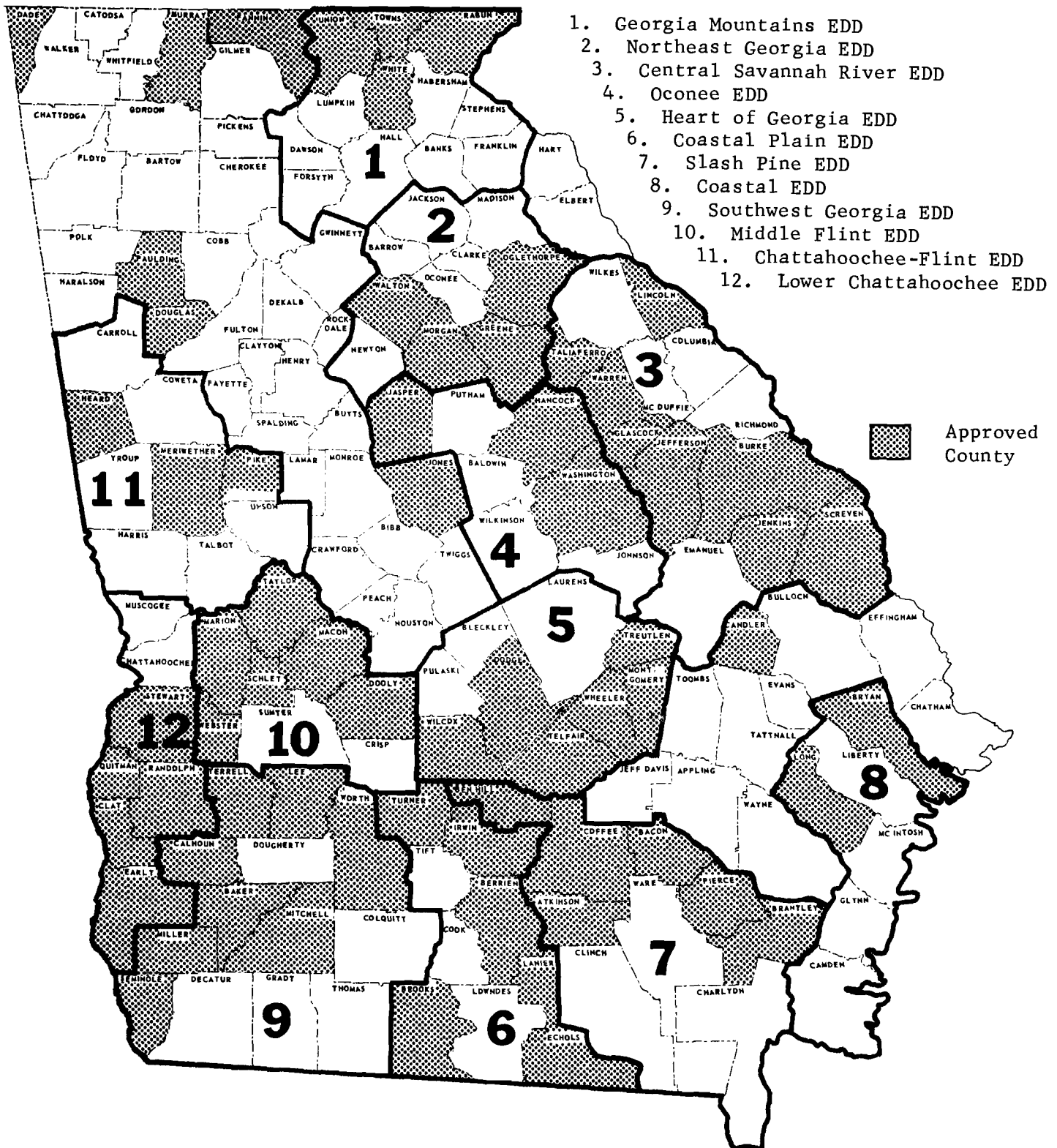
Map 1

AREAS OF FIELD OFFICE RESPONSIBILITY



Map 2

ECONOMIC DEVELOPMENT DISTRICTS



SUMMARY OF PROGRAM ACTIVITIES

Of the 101 individual projects conducted under the EDA-sponsored program of management and technical assistance to business and industrial firms in selected Georgia counties, 67 were completed or discontinued during the contract period. The remaining 34 projects were still active as of May 31, 1970.

In accomplishing the objectives of the program, the IDD staff's attention was devoted primarily to the expansion of existing industry and the formation of new enterprises. As circumstances dictated, some effort was also directed toward problem solving in order to strengthen firms and toward saving jobs already lost or currently endangered by failing businesses. In addition, the Economic Development Administration requested that the Industrial Development Division work with certain communities in an effort to aid them in establishing the economic impact of proposed new or improved public works. In summarizing the program activities, therefore, the individual projects are classified by nature of project objective into the following categories:

1. Expansion or diversification of an existing firm
2. New venture development
3. Efforts to stabilize firms and save jobs
4. Community development

Table 1 and Map 3 identify the counties in which work was performed under the program and indicate the number of projects conducted in each county. At least one, and as many as six projects, were undertaken in each of the 46 counties.

Sixteen projects were conducted for metal products manufacturers and 14 for wood products manufacturers. (See Table 2.) The remaining projects conducted for manufacturing firms were divided among mobile homes, apparel products, food products, poultry products, mineral products, textile products, plastic products, carpet products, wooden furniture, paper products, and miscellaneous products. Eight projects were for local governments or development agencies.

Although the nature of work performed on the 101 management and technical assistance projects varied considerably, emphasis was on analysis of manufacturing facilities and systems, feasibility studies, market research, and economic impact studies. (See Table 3.) Other project work included manpower development, development of new product possibilities, equipment information and analysis, and aid in solving personnel problems.

Table 1
SUMMARY OF PROJECTS BY COUNTY

| <u>County</u> | <u>Nature of Project Objectives</u> | | | | <u>Total</u> |
|---------------|---|------------------------------------|-----------------------------------|----------------------------------|--------------|
| | <u>Expansion or Diver- sification</u> | <u>New Venture Development</u> | <u>Stabilization of Firms</u> | <u>Community Development</u> | |
| Coffee | 1 | 5 | - | - | 6 |
| Ware | 2 | 3 | - | - | 5 |
| Irwin | 1 | 2 | 1 | - | 4 |
| Dougherty | 2 | 1 | 1 | - | 4 |
| Sumter | 1 | - | 2 | 1 | 4 |
| Hancock | - | - | 2 | 2 | 4 |
| Carroll | 3 | - | 1 | - | 4 |
| Burke | 2 | 2 | - | - | 4 |
| Oglethorpe | - | 2 | - | 1 | 3 |
| Walton | 1 | 1 | - | 1 | 3 |
| Murray | 2 | - | 1 | - | 3 |
| Jefferson | 1 | 1 | 1 | - | 3 |
| Early | - | 2 | 1 | - | 3 |
| Glynn | - | 2 | 1 | - | 3 |
| Taylor | - | 2 | 1 | - | 3 |
| Lowndes | 1 | 1 | 1 | - | 3 |
| Emanuel | 1 | 1 | - | - | 2 |
| Brooks | 1 | 1 | - | - | 2 |
| Warren | 1 | 1 | - | - | 2 |
| Greene | 1 | 1 | - | - | 2 |
| Clarke | 1 | - | - | 1 | 2 |
| Floyd | 1 | - | 1 | - | 2 |
| Worth | - | 1 | 1 | - | 2 |
| Lee | 1 | 1 | - | - | 2 |
| Telfair | 1 | 1 | - | - | 2 |
| Paulding | 1 | 1 | - | - | 2 |
| Mitchell | 2 | - | - | - | 2 |
| Randolph | 1 | 1 | - | - | 2 |
| Stephens | - | - | 1 | - | 1 |
| Jenkins | - | 1 | - | - | 1 |
| Tift | - | 1 | - | - | 1 |
| Clay | - | - | - | 1 | 1 |
| Atkinson | - | - | 1 | - | 1 |
| Macon | 1 | - | - | - | 1 |
| Lincoln | - | 1 | - | - | 1 |
| Brantley | 1 | - | - | - | 1 |
| Decatur | 1 | - | - | - | 1 |
| White | - | 1 | - | - | 1 |
| Dade | 1 | - | - | - | 1 |
| Troup | 1 | - | - | - | 1 |
| Jones | - | 1 | - | - | 1 |
| Dodge | 1 | - | - | - | 1 |
| Webster | - | 1 | - | - | 1 |

(continued)

Table 1 (continued)
SUMMARY OF PROJECTS BY COUNTY

| <u>County</u> | <u>Nature of Project Objectives</u> | | | | <u>Total</u> |
|---------------|---|------------------------------------|-----------------------------------|----------------------------------|--------------|
| | <u>Expansion or Diver- sification</u> | <u>New Venture Development</u> | <u>Stabilization of Firms</u> | <u>Community Development</u> | |
| Bacon | - | - | 1 | - | 1 |
| Liberty | - | - | - | 1 | 1 |
| Wilcox | <u>-</u> | <u>-</u> | <u>1</u> | <u>-</u> | <u>1</u> |
| Total | 35 | 39 | 19 | 8 | 101 |

Total Number of Counties: 46

Map 3

DISTRIBUTION OF EDA PROJECTS

June 1, 1969 to May 31, 1970

LEGEND

- Project
- ▨ Eligible County

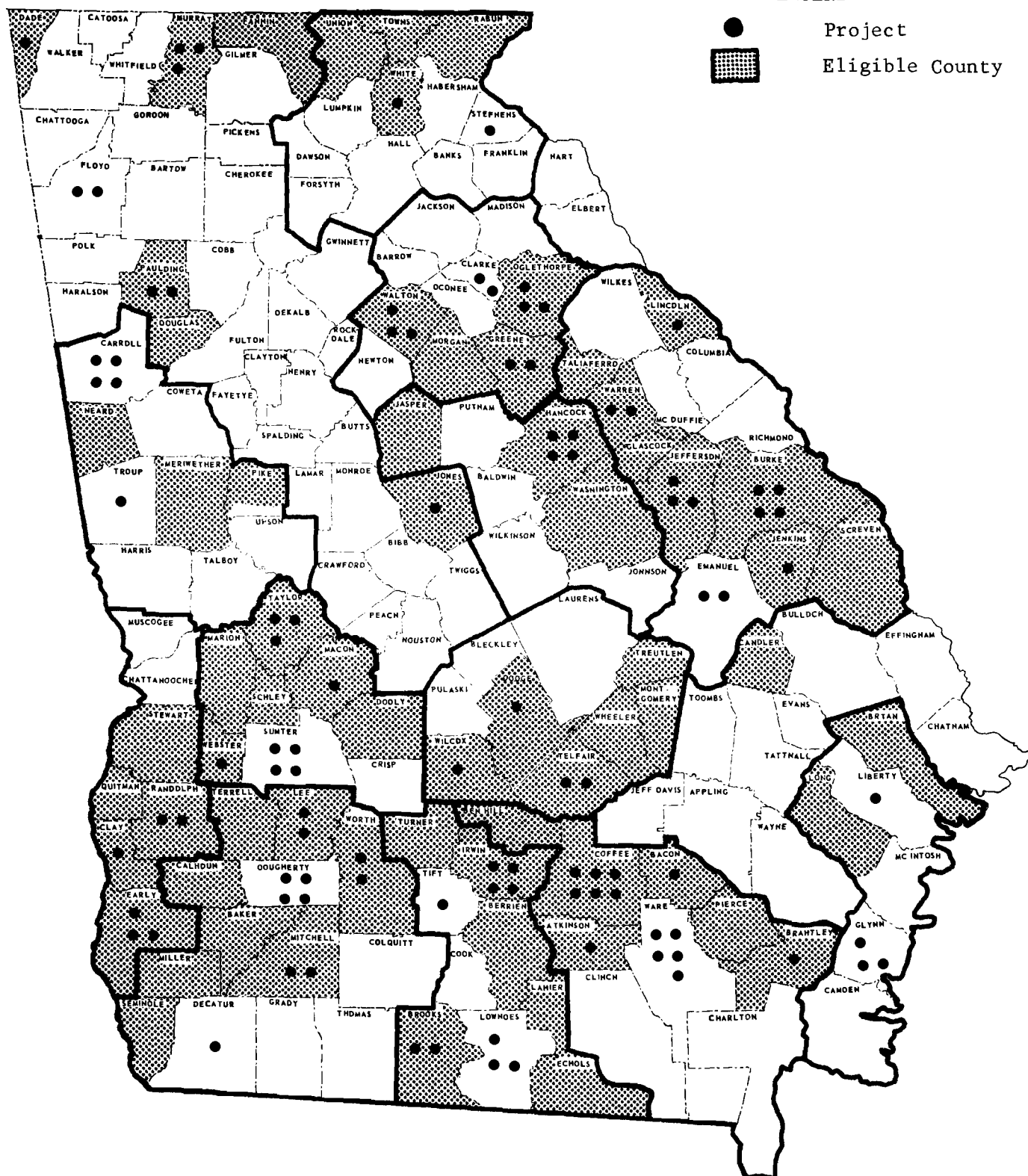


Table 2
SUMMARY OF PROJECTS BY INDUSTRY

| <u>Type of Industry</u> | <u>Nature of Project Objectives</u> | | | | <u>Total</u> |
|---------------------------------------|--------------------------------------|--------------------------------|-------------------------------|------------------------------|--------------|
| | <u>Expansion or Diver-sification</u> | <u>New Venture Development</u> | <u>Stabilization of Firms</u> | <u>Community Development</u> | |
| Metal Products | 7 | 4 | 5 | - | 16 |
| Wood Products | 4 | 9 | 1 | - | 14 |
| Mobile Homes | 2 | 6 | 4 | - | 12 |
| Wood Furniture | 2 | 2 | 6 | - | 10 |
| Miscellaneous Products | 3 | 4 | 1 | - | 8 |
| Textile Products | 3 | 2 | 1 | - | 6 |
| Local Government | - | - | - | 5 | 5 |
| Apparel Products | 4 | 1 | - | - | 5 |
| Mineral Products | 2 | 3 | - | - | 5 |
| Food Products | 2 | 2 | - | - | 4 |
| Plastic Products Rubber & Chemical | 1 | 1 | 1 | - | 3 |
| Carpet Products | 3 | - | - | - | 3 |
| Development Agency | - | - | - | 3 | 3 |
| Paper Products | - | 3 | - | - | 3 |
| Poultry Products | 1 | 1 | - | - | 2 |
| Agricultural Service | <u>1</u> | <u>1</u> | <u>-</u> | <u>-</u> | <u>2</u> |
| Total | 35 | 39 | 19 | 8 | 101 |

Table 3
SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

| <u>Primary Work Emphasis</u> | <u>Nature of Project Objective</u> | | | | <u>Total</u> |
|--|---|------------------------------------|-----------------------------------|----------------------------------|--------------|
| | <u>Expansion or Diver- sification</u> | <u>New Venture Development</u> | <u>Stabilization of Firms</u> | <u>Community Development</u> | |
| Market research on specific pro- duct potential | 6 | 17 | 1 | - | 24 |
| Analysis of operating manage- ment practices | 3 | 4 | 9 | - | 16 |
| Facilities arrangement | 6 | 6 | 2 | - | 14 |
| Manufacturing facilities and systems analysis | 4 | 5 | 1 | - | 10 |
| Feasibility analysis | 2 | 3 | - | 1 | 6 |
| Aid in personnel problems | 1 | - | 5 | - | 6 |
| Location of management and risk capital resources | 5 | - | - | - | 5 |
| Aid in prepara- tion of EDA application | 1 | 2 | - | 1 | 4 |
| Economic impact studies | 1 | - | - | 2 | 3 |
| Financial planning | 2 | 1 | - | - | 3 |
| Development of new product possibilities | 1 | - | 1 | - | 2 |
| Industrial loca- tion analysis | 1 | 1 | - | - | 2 |

(continued)

Table 3 (continued)
SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

| <u>Primary Work Emphasis</u> | <u>Nature of Project Objective</u> | | | | <u>Total</u> |
|--|---|------------------------------------|-----------------------------------|----------------------------------|--------------|
| | <u>Expansion or Diver- sification</u> | <u>New Venture Development</u> | <u>Stabilization of Firms</u> | <u>Community Development</u> | |
| Investigation of development potentials | - | - | - | 2 | 2 |
| Industrial site survey | - | - | - | 2 | 2 |
| Equipment infor- mation and source of materials | 1 | - | - | - | 1 |
| Manpower development | <u>1</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>1</u> |
| Total | 35 | 39 | 19 | 8 | 101 |

SIGNIFICANT DEVELOPMENTS

Some significant developments occurred during the period covered by this report. It is felt that these developments are particularly encouraging and are worthy of emphasis; therefore, an attempt is made in this section to review some of the more noteworthy accomplishments. Among the topics discussed are significant projects, such as management and technical assistance, community development, and public work projects, and some special studies.

Significant Project Work

The furniture manufacturing company in Jenkins County, which received in-depth assistance consisting of locating an available building, plant layout for the new building, financial planning for the new company, and recruiting and training of personnel, has begun operations. The company initially employed 55 people and expects to steadily increase employment to over 400 within three years. An announcement of the opening of the company is contained in Appendix 3.

A heavy equipment manufacturer in Jefferson County was provided with a market study and suggestions for improved labor relations and an improved production control system which have been implemented. The company is now being provided with in-depth assistance in evaluating and improving its cost accounting and pricing systems. These improvements will provide stability to the company and insure its continued operation at current levels and also create a sound financial base for expansion. (See Appendix 4.)

A market study was prepared for a proposed carpet yarn spinning company in a recently designated Growth Center. The study will be included as part of an EDA application which is planned for submission. This proposed company will initially employ 130 people.

The mobile home manufacturer desiring to establish a branch manufacturing facility in Greene County received IDD assistance with initial planning, location of a building site, a plant layout, financing of its new facility, and a training program. This new facility is now under construction and will provide employment opportunities for 60 to 70 people with steady growth anticipated.

The wire manufacturer in Carroll County has been given considerable assistance with its plans to establish a copper refinery and to expand its present production facilities. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as part of the application. This application has been forwarded to EDA Washington and approval is expected. The total employment impact of the project will be the creation of new jobs in excess of 1,400. (See Appendix 5.)

An individual interested in establishing a sand-lime brick plant in Greene County has been provided with a market study and a non-overproduction study which were used in support of a SBA application which is now pending. This project has strong local support which should enhance its potential success. Initial employment will be 20 people.

A recently designated Growth Center in Sumter County was assisted with the documentation and preparation of an economic impact study to substantiate the need for an expansion of its water and sewerage system. This report was forwarded as part of an EDA application which is now being considered. The employment impact of the proposed expanded utilities will be the creation of over 500 new jobs.

The women's clothes manufacturer in Walton County was assisted with a plant layout and improved work flow methods which have been implemented. These improvements have enabled the company to obtain maximum utilization of its plant space and have resulted in additional employment opportunities for 13 people. (See Appendix 6.)

The concrete products company in Dougherty County received IDD assistance in establishing a new branch plant. This assistance consisted of a plant layout, establishing an inventory and cost control system for both plants, and material handling procedures. The new branch plant for producing concrete blocks is operating and has an initial employment of 12 people.

The development group in Hancock County is receiving assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to their county. Over 500 businesses and manufacturing firms were contacted in an IDD survey which is now being completed and tabulated.

A manufacturer of mobile homes in Taylor County, which was experiencing considerable difficulty in the manufacture of mobile homes, was assisted in solving several management problems and with establishing a production control system for its operation. The implementation of these recommendations has resulted in considerable improvement in the operation of this company and stabilized its employment of 125 people.

An economic impact study was prepared by IDD to support a supplemental grant for a waste-treatment facility in a community located in Clay County. EDA has approved funding of this project in the amount of \$96,000.

A seamless plastic flooring manufacturer in Clarke County received assistance from IDD in developing grids to be used in embossing a pattern in liquid flooring and in marketing, financial planning, and obtaining a SBA-guaranteed bank loan in the amount of \$40,000. This company has commenced production. (See Appendix 7.)

The individual in Emanuel County was provided with a market study for pet foods. The study is being evaluated and will be used in considering establishing a pet food canning plant in the Swainsboro Industrial Park. (See Appendix 8a and 8b.)

The wood products company in Early County was provided with a market study on marine cargo containers. (See Appendix 9.)

The carpet yarn spinning mill in Murray County was assisted in reducing a high labor turnover problem with an analysis of its personnel policies. The company was pleased with the results of this assistance. (See Appendix 10.)

A hardware manufacturer in Carroll County that was at the point of failure was provided with a complete analysis of its operations along with recommendations for improvements. Many of these recommendations have been implemented.

The resulting stabilization of the company has saved 44 jobs that would have otherwise been lost. (See Appendix 11.)

A new marble products company in Coffee County was assisted with start-up problems and improved production testing and evaluation techniques which resulted in considerable improvement in product quality. The initial employment of six people is expected to increase rapidly as the company gains acceptance of its product by the mobile home and commercial housing market.

A vitreous china plumbing fixture manufacturing company desiring to establish a plant in Dodge County has been assisted with the initial planning and development of information needed for an EDA business loan application. A pre-submission conference has been arranged and continuing assistance will be rendered with the establishment of this plant. The proposed plant will provide employment for over 100 people.

A mobile home manufacturer in Irwin County, who was experiencing a serious decline in sales and a commensurate reduction in force of plant workers, was assisted with recommendations for improved company operations. The implementation of these recommendations and some major changes in management personnel have resulted in a reduction in production costs and an increase in employment from a low of 20 to a current total of 85 people.

An electrical coil manufacturer in Oglethorpe County was assisted with development and implementation of improved production methods and personnel policies. These improvements have resulted in expanded sales and labor force stabilization. The company is now considering establishing a branch plant in an adjoining county which would create additional employment in the area.

A new mobile home plant in Early County was assisted with setting up a production control system and helped with solving many of its start-up problems. This company is now in production and employing 35 people, and has expectations of increasing to at least 60 employees when it reaches full production.

The county development commission in Oglethorpe County was assisted in the selection of an industrial park site, and IDD prepared an industrial park design plan and a report on the projected county industrial district. The development commission has already contacted two companies that are interested in building a plant in the industrial district.

An economic impact study of a proposed vocational-technical training school was prepared for a city in Walton County. This training facility will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The study was submitted with the application now being considered by EDA.

The furniture manufacturing company in Hancock County has experienced considerable difficulty in being able to continue operating because of its many problems. This company is the major employer in the area and its failure would have serious consequences. IDD has rendered continuing assistance to the management of the company to improve the operating procedures in order to increase efficiency and to survive. The company has a current employment of 95 people. The company's appreciation for IDD assistance is expressed in Appendix 12.

The Swainsboro industrial park project worked on and reported by IDD in 1968 received a substantial grant and loan from EDA. The announcement of the dedication is contained in Appendix 13.

Interviews of Manufacturers

During the period June 1, 1969, through May 31, 1970, interviews were conducted with firms located in twelve Economic Development Centers (Albany, Americus, Athens, Augusta, Bainbridge, Brunswick, Carrollton, LaGrange, Swainsboro, Tifton, Valdosta, and Waycross) and in two counties (Ben Hill and Dodge) not previously surveyed. One hundred and sixty-six manufacturers' data sheets were completed during the survey. As a result of the interviews and contacts made from this and previous surveys, 26 projects were developed which required IDD assistance.

DESCRIPTIONS AND RESULTS OF INDIVIDUAL PROJECTS

The 101 individual projects which were active during the period under the program of management and technical assistance to businesses, industrial firms, and communities in designated Georgia counties are listed by Economic Development Districts and described on the following pages. These summary descriptions include an identification of each project by number, type, and location; a brief description of the work performed; and a statement of the results achieved. The 34 projects which were still active as of May 31, 1970, are listed under "On Going Projects" in each EDD.

CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

General

The Central Savannah River Economic Development District consists of 13 counties, of which eight are eligible Redevelopment Area counties: Burke, Glascock, Jefferson, Jenkins, Lincoln, Screven, Taliaferro, and Warren. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

Discontinued Projects

During the period ten projects were discontinued in this area.

Project 338: Assistance to a knit garment manufacturer in Emanuel County

The company requested aid in obtaining an SBA expansion loan and in planning a more efficient plant layout.

Results: The plant layout was completed and delivered to the company; however, it was decided not to make any changes until approval of the SBA loan application is received. Expansion plans are expected to add an additional 12 to 15 employees. No further assistance is needed at this time.

Project 351: Assistance to a company in Warren County which manufactures air-freight shipping crates

The crate manufacturing company which had requested assistance in solving some of its production problems has decided to close down this part-time manufacturing operation. Its permanent business is too demanding to permit time on this additional venture.

Results: The company decided to go out of the crate manufacturing business and sold all of its equipment and supplies. Assistance was provided in locating a buyer.

Project 379: Assistance to a wood furniture manufacturing company in Jenkins County

The furniture manufacturing company desired to open a new plant and had requested assistance in locating a plant site, general planning, and establishing the new facility.

Results: IDD provided in-depth assistance to this company in establishing a new plant at Millen, Georgia. This assistance consisted of financial planning, location of an available building, recruiting, training, and a plant layout for the new building. The move has been completed and the plant is in production. It is expected to employ more than 400 people within three years. No further assistance is needed at this time.

Project 408: Assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

The manufacturer requested IDD assistance in evaluating and improving production methods. The company also requested a market study to support a possible EDA loan application for an expansion.

Results: The market study for wood chipping equipment was completed and delivered to the company; however, the company decided not to proceed with its plans to apply for an EDA loan. Many of the suggestions made by IDD for improved labor relations and an improved production control system have been implemented. These improvements have made it possible for the company to expand operations of one division and add ten additional people. No further assistance is needed at this time.

Project 417: Assistance to an individual desiring to start a new plant to manufacture sailing surfboards in Lincoln County

The individual wanted to establish a plant to manufacture sailing surfboards. He requested IDD assistance in preparing a market analysis and in finding a suitable location for his plant.

Results: The market study was completed by IDD and forwarded to the individual. Because of a limited market, as shown by the market study, and the need for an aggressive sales effort initially, the principals decided to defer action indefinitely. No further assistance is needed at this time.

Project 426: Assistance to an individual in Emanuel County who desires to establish a pet food production facility

The individual requested that IDD prepare a market study for the pet food market.

Results: The study was completed and forwarded to him for his evaluation and guidance. The individual has written a letter expressing his appreciation for the assistance rendered by IDD. No further assistance is needed at this time.

Project 434: Assistance to a tool and die company in Burke County

This company had requested assistance in developing additional products that could be manufactured by utilizing equipment which was not being operated at full capacity.

Results: Assistance was rendered in obtaining additional business for this company. The plant is now operating at full capacity and is actively recruiting two additional tool and die makers. No further assistance is needed at this time.

Project 437: Assistance to a manufacturer of women's clothes in Burke County

This new garment manufacturer requested IDD assistance with the development of a plant layout and help with various start-up problems.

Results: The plant layout was completed and was implemented by the principals of the company with only minor changes. The company is now in operation and providing employment for 40 people, with expectation of increasing employment to 70 and doubling production within six months. No further assistance is needed at this time.

Project 465: Additional assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

This company requested IDD assistance in evaluating and improving its cost accounting and pricing systems.

Results: An in-depth study of this company's operation was conducted by IDD. A comprehensive report of recommendations for an improved costing and pricing system, as well as additional recommendations for an overall improvement in company operations, was prepared and discussed with the principals of the company. Many of these recommendations are already being implemented. No further assistance is needed at this time.

Project 480: Assistance to an individual interested in establishing a modular housing plant in Jefferson County

This individual is interested in establishing a modular housing plant and was being helped with locating an available building.

Results: IDD was unable to locate a suitable existing building. However, the individual has contacted a development group in Jefferson County that is interested in building a 48,000-sq. ft. building with authority bond financing. This proposed building will be adequate for the company's needs, but there will be some delay while the building is being constructed. When the building is completed, further assistance will be rendered with the establishment of the plant facility. This proposed plant will provide employment opportunities for more than 100 people. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 456: Assistance to a structural steel company interested in establishing a plant in Burke County

This company is interested in establishing a plant to fabricate structural steel for the construction industry. The company is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems.

Results: The project is continuing.

Project 481: An industrialist in Warren County is being assisted in establishing a wood particleboard plant

This individual has requested assistance in accumulating information for use in attracting joint participation in a wood particleboard manufacturing venture.

Results: The project is continuing.

Project 483: Assistance to a cannery in Burke County

This company plans to expand its facilities and has asked IDD for assistance in applying for a SBA loan.

Results: The project is continuing.

COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

The Coastal Plain Economic Development District consists of nine counties, of which six are eligible Redevelopment Area counties: Berrien, Brooks, Echols, Irwin, Lanier, and Turner. The Growth Centers are Valdosta (Lowndes County) and Tifton (Tift County).

Discontinued Projects

During the period eight projects were discontinued in this area.

Project 345: Assistance to a company in Brooks County which desires to manufacture a new type of camper-trailer

The company was given assistance in market and production costs analyses for a new camper-trailer which is a combination boat and sleeper. Efforts were made to locate job shop manufacturers who can fabricate specific component parts. IDD also proposed schedules of activities the firm should follow in order to initiate the project.

Results: The company decided to move to Jacksonville where it will have its headquarters and set up operations. It may extend its operations into the Atlanta area in the future. No further assistance is needed at this time.

Project 358: A market analysis study for a company in Irwin County desiring to process and package peanuts

The company requested that IDD prepare a market analysis for packaged peanuts. It subsequently decided against pursuing this market and asked IDD to examine the market for running gear used in agricultural and mobile home equipment. It also requested research data on wheel manufacturing.

Results: All of the information and data requested have been provided. However, since its production of farm equipment has continued to expand, the company has lost interest in entering the running gear and metal wheel fabrication business. No further assistance is needed at this time.

Project 403: A market study for a carpet yarn plant in Lowndes County

Two individuals decided to establish a carpet yarn plant and intend to apply for an EDA business loan to finance cost of machinery and equipment. A preliminary market study for spinning carpet yarns was prepared by IDD and provided to the EDA representative. Also, information has been provided on the availability of labor in the area.

Results: Their present company is currently involved in a merger and although they are still very much interested in the proposed new plant, they have decided to hold their plans in abeyance for six months.

Project 405: Assistance in determining a new location for a mobile home manufacturing company in Brooks County

The company desired to expand into modular housing and to construct a new plant for that purpose. IDD was asked to assist in the selection of an optimum location and to provide related information.

Results: Proposed site locations were furnished to the company; however, the principals decided to locate their modular housing plant in a non-EDA county instead of Brooks County.

Project 409: A market analysis for a retail hardware company in Irwin County

The hardware company desired to establish a furniture manufacturing facility to produce coordinated furniture packages for the mobile home industry. The company planned to employ between 100 and 150 people. The company had requested a market analysis by IDD and assistance in advertising for a plant manager.

Results: The company has advised that it is no longer interested in establishing a furniture manufacturing facility.

Project 419: Assistance to a mobile home manufacturing company in Irwin County

The new manufacturer of mobile homes requested assistance in establishing management and production control procedures. Information on a suitable book-keeping system was also requested. The present employment is 35 people and is expected to increase to 50 workers within six months.

Results: Requested information was provided to the company. No further assistance was needed at that time.

Project 443: Assistance to a fiberglass products manufacturer in Tift County

A company was organized to manufacture fiberglass products. Initially, the company planned to manufacture fiberglass boats. It planned later to diversify its product line to include molded mobile home roofs and single construction bathroom units for mobile homes and campers.

Results: Assistance was rendered with the development of a plant layout, diversification of products, and other start-up problems. The company is now experiencing serious management problems which must be resolved prior to proceeding with its plans and accepting further assistance. The company is currently employing six production workers. No further assistance is needed at this time.

Project 466: Assistance to a mobile home manufacturer in Irwin County

This company has been unable to manufacture units at a price competitive with other mobile home manufacturers, and this had caused a serious decline

in sales and a reduction in its work force from 50 to 20.

Results: IDD assisted with analyzing production policies and management procedures and has made several recommendations which have resulted in an improvement in the company operations. The implementation of these recommendations, along with some major changes in management personnel, has resulted in an increase in production to four units per day. Employment has increased from 20 to 85 people. No further assistance is needed at this time.

On Going Projects

There are now two projects under way in this area.

Project 470: Assistance to a proposed carpet yarn spinning company in Lowndes County

The two principals had previously expressed a desire to establish a carpet yarn spinning plant in Valdosta, Georgia. At that time a preliminary market study for this product was prepared by IDD and provided to the EDA representative along with other information. The individuals were unable to continue with their plans at that time and the project was closed. They have recently decided to proceed with their plans for establishing the plant and have requested that IDD up-date the preliminary market study to evaluate the current market potential. The market study has been revised and forwarded to the principals for their information and will also be included as part of the EDA application which is planned for submission at a later date. This proposed company will initially employ 130 people.

Results: The project is continuing.

Project 479: Assistance to an individual in Lowndes County (Valdosta Growth Center) interested in purchasing and expanding an animal trap manufacturing company

This individual is interested in purchasing a company which is involved in the settlement of an estate and which may otherwise be closed. He has requested IDD assistance in conducting a market study to determine the potential sales for a patented animal trap manufactured by this company. If he is successful in acquiring this company, he plans to initiate a vigorous sales program along with a modernization and expansion of the facility. This acquisition not only would save the existing five jobs, but also would create additional job opportunities.

Results: The project is continuing.

GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Fannin, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

Discontinued Projects

During the period one project was discontinued in this area.

Project 360: Assistance to a manufacturer of household wooden furniture in Stephens County

The company requested assistance in developing ways to stabilize its work force of 750 people. It also desired information and assistance in personnel recruiting in order to obtain 60 additional employees.

Results: Assistance in developing improved personnel policies was completed by IDD and resulted in some stability to the work force and a build-up in employment to 810 people. No further assistance is needed at this time.

On Going Projects

There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Toccoa, Georgia and has requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 130 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.

HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

The Heart of Georgia Economic Development District consists of nine counties, of which six are eligible Redevelopment Area counties: Dodge, Montgomery, Telfair, Treutlen, Wheeler, and Wilcox. The Growth Center is Dublin/East Dublin (Laurens County).

Discontinued Projects

During the period two projects were discontinued in this area.

Project 415: Assistance to a poultry processing farm in Telfair County

This poultry processing farm desires to expand into the commercial farming of alligators for thin hides.

Results: IDD has provided the company with information pertaining to the state and federal laws regulating this industry. A market study was completed and forwarded to the company for its guidance. The company was assisted in obtaining authorization to establish and operate a commercial alligator farm. Assistance was also provided in developing a site layout for the necessary ponds and fences that will be required. No further assistance is needed at this time.

Project 435: Assistance to a vending machine manufacturer in Telfair County

This company planned to establish a new plant in Helena, Georgia, to manufacture vending machines.

Results: IDD was assisting this company in developing a plant layout for its new facility; however, the company has advised that its plans must be held in abeyance until November 1970. No further assistance is needed at this time.

On Going Projects

There are now two projects under way in this area.

Project 469: Assistance to a vitreous china plumbing fixture manufacturing company in Dodge County

A manufacturer of vitreous china plumbing fixtures plans to establish a branch plant in Eastman, Georgia. IDD assistance has been requested with the initial planning and the preparation of an EDA business loan application. This proposed company plans to initially employ 100 people.

Results: The project is continuing.

Project 478: Assistance to a mobile home manufacturer in Wilcox County

The mobile home manufacturer started operations approximately one year ago and has experienced considerable operational difficulty. However, it now appears the situation has stabilized. The manufacturer has requested IDD recommendations for improved plant efficiency and to provide it with the standard manufacturing techniques used in the mobile home industry.

Results: The project is continuing.

NORTHEAST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

The Northeast Georgia Economic Development District consists of ten counties, of which four are eligible Redevelopment Area counties: Greene, Morgan, Oglethorpe, and Walton. The Growth Center is Athens (Clarke County).

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 361: Assistance to a county development commission in Oglethorpe County

The commission requested IDD assistance in the selection of an industrial park site. A railroad engineer and a representative of the local development group have inspected the properties which appear to have adequate potential for an industrial park including a rail siding. The design plan and report on the projected Oglethorpe County industrial district were completed and forwarded to the Northeast Georgia EDD. The EDD has located a prospective company which is interested in building a plywood plant in this industrial park (Project 425) provided its EDA loan application is approved.

Results: The commission has decided not to proceed with the development of this industrial park until a decision is made on the prospective plywood plant's application. No further assistance is needed at this time.

Project 377: Assistance to a city in Clarke County desiring information on the feasibility of a new civic center

IDD was requested to assist the city in gathering information for a study in support of an EDA loan application for a new civic center.

Results: A survey determining which existing facilities might compete with a proposed center was prepared and forwarded to the mayor of the city for his information. No further assistance is needed at this time.

Project 384: An economic impact study of a proposed vocational-technical training school in a city in Walton County

The county has applied for an EDA grant to construct a vocational-technical training facility which will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The Northeast Georgia APDC and EDA Economic Development Representative requested that IDD prepare an economic impact study, which was completed and submitted with the application.

Results: This application is now being considered by EDA. No further assistance is needed at this time.

Project 402: Assistance to a seamless plastic flooring manufacturer in Clarke County

The plastic flooring manufacturer desired to expand into a new process of plastic floor designs. IDD assistance was requested with market and financial planning and in obtaining a loan.

Results: Assistance was provided in obtaining a SBA loan which has been approved, and the funds have been received. Continued assistance was rendered this company with start-up problems encountered in its production process and revisions to its patent applications. The president of this company has written a letter expressing his appreciation for the assistance rendered by IDD.

Project 425: Assistance to a plywood plant in Oglethorpe County

A European representative for a prospective plywood plant desired to make an application for an EDA loan and requested IDD's assistance for a market study and analysis of resources for raw materials.

Results: The business loan application was completed and delivered to the regional office, Huntsville, for consideration. A feasibility study was completed by IDD and included in the EDA application. IDD was advised by the representative of this proposed company that he was unable, at this time, to obtain satisfactory financial assistance from European banks for the matching funds needed for this EDA loan. No further assistance is needed at this time.

Project 427: Assistance to an electrical coil manufacturer in Oglethorpe County

A manufacturer of electrical coils for clocks and timers requested assistance in increasing production and lowering production costs in its finishing department.

Results: A time study was conducted by the company and IDD assisted in calculating product standards based on this study. Assistance was also rendered this company in developing a set of plant rules for personnel guidance and an improved wage incentive program. These new programs have proven so successful that the company has greatly expanded its sales, its labor force has stabilized, and employment has increased from 27 to a current total of 58 people. The company is now considering establishing an additional plant in Wilkes County. No further assistance is needed at this time.

Project 432: Individuals in Walton County are being assisted in the establishment of a food processing company

Two individuals are interested in establishing a company to grow and process mushrooms. They requested IDD assistance in determining the market for fresh mushrooms in the southeast.

Results: The market study was completed and forwarded to them for their evaluation. No further assistance is needed at this time.

Project 440: Assistance to a manufacturer of women's clothes located in Walton County

A manufacturer of women's casual clothes completed a 20,000 sq. ft. addition to the company facilities and requested assistance with a plant layout and improved work flow methods.

Results: The plant layout and improved work flow methods were prepared by IDD and have been approved by the company for implementation. These improvements will enable the company to obtain maximum utilization of its plant space and have already resulted in additional employment opportunities for 15 people. No further assistance is needed at this time.

Project 442: Assistance to a mobile home manufacturer in Greene County

A mobile home manufacturer desired to expand its operation by establishing a new mobile home manufacturing facility in Greene County.

Results: The company has been assisted with initial planning, a plant layout, financing of its new facility, and submission of a Job 70 training proposal to the U. S. Department of Labor. Construction on the new facility has started and the company plans to be in operation within three months. This new facility will initially employ 60 to 70 people. No further assistance is needed at this time.

On Going Projects

There is now one project under way in this area.

Project 364: Market information for an individual in Greene County desiring to establish a brick plant

An individual is interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia. The market study has been prepared and assistance was rendered in the preparation and presentation of his application to SBA for a loan under the 502 program. This application has been approved and will be funded when arrangements for the private capital portion of the loan are complete.

Results: The project is continuing.

OCONEE AREA ECONOMIC DEVELOPMENT DISTRICT

General

The Oconee Area Economic Development District consists of seven counties, of which three are eligible Redevelopment Area counties: Hancock, Jasper, and Washington. The Growth Center is Milledgeville (Baldwin County).

Discontinued Projects

During the period one project was discontinued in this area.

Project 420: Assistance to a committee for social and economic development in Hancock County

This economic development committee requested IDD assistance in establishing a concrete block plant and a box spring frame manufacturing facility.

Results: The concrete block and box spring frame manufacturing facility has been established and is now operating. A preliminary market study and literature search were completed and forwarded to the development group for evaluation. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, review of wage and fringe benefits, and analysis of its cost control system. Several cost reduction recommendations were made and are now being implemented with good results. IDD also has furnished the company with information on current wage and fringe benefits of employees in the area. Continuing efforts will be made to assist the management of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Project 447: Assistance to a development group in Hancock County

The development group has requested assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County. Considerable data were developed through a mail questionnaire sent out to over 500 business and manufacturing firms. The survey has been completed and tabulated. A final report is now being prepared.

Results: The project is continuing.

Project 484: Assistance to a mobile home manufacturer in Hancock County

This mobile home manufacturer has requested assistance in evaluating and improving its inventory control and purchasing procedures.

Results: The project is continuing.

SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

The Slash Pine Area Economic Development District consists of nine counties, of which six are eligible Redevelopment Area counties: Atkinson, Bacon, Ben Hill, Brantley, Coffee, and Pierce. The Growth Center is Waycross (Ware County).

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 399: Assistance to a retail sports equipment manufacturing company in Ware County

The company intends to manufacture and repair athletic equipment for the juvenile market, and it had requested an analysis of the market for this type of equipment and a plant layout for a proposed new facility.

Results: A market study was completed and presented to the company for its evaluation. The company has acquired a suitable building and IDD assisted with a plant layout. All equipment has been placed and plans are to start operation within one month. Initial employment will be two persons full time with ultimate growth to 60. No further assistance is needed at this time.

Project 407: Assistance to a lumber company in Atkinson County

A lumber finishing company requested aid with its production scheduling and the development of a production flow plan to improve its plant efficiency. Initial IDD assistance indicated that production problems were largely continual machine breakdown due to inadequate maintenance.

Results: New machinery has been ordered to replace obsolete equipment and IDD has developed a recommended preventive maintenance program for the plant equipment. Operations have improved and the company has become stable. No further assistance is needed at this time.

Project 411: Assistance to an out-of-state firm desiring to establish an industrial adhesives manufacturing plant in Ware County

The company requested that IDD provide a market analysis on industrial adhesives.

Results: The study was completed by IDD and delivered to the Slash Pine EDD for presentation to the company. The interested company has indicated by letter that its expansion plans have been cancelled because of current economic conditions. This study may be used, however, with regard to another company which has expressed a similar interest in the area.

Project 414: Assistance to an out-of-state paper board manufacturer desiring to locate a plant in Ware County

The company requested a market analysis study detailing the potential for a plant to manufacture corrugated shipping containers.

Results: The market survey has been completed and a report has been delivered and discussed with the Slash Pine EDD. No further assistance is needed at this time.

Project 421: Assistance to a manufacturer of custom mobile campers in Coffee County

The manufacturer desires to expand to a new production line facility and requested IDD assistance in locating a source of funds, setting up a production line, and establishing a cost control system.

Results: Assistance was rendered in preparing an application to SBA for financial aid. Although the expansion depends on the approval of this loan, the company has been hesitant in submitting the application. Potential for expansion still exists and further assistance will be provided when the company decides to proceed with its application for a loan.

Project 423: Assistance to a marble products company in Coffee County

A new company was formed to manufacture cultured marble counter tops for the mobile home and commercial housing market. IDD assistance was requested in solving several start-up problems.

Results: With IDD assistance this company was able to improve production testing and evaluation techniques. These changes resulted in considerable improvement in product quality. This company has provided employment opportunities for six people and additional growth with commensurate additional employment opportunities is indicated. No further assistance is needed at this time.

Project 452: Assistance to an individual in Coffee County desiring to establish a plant to manufacture draperies

An individual was interested in establishing a plant to manufacture draperies and related items for the mobile home industry. He requested IDD assistance in determining the potential market for these items.

Results: A market research report was prepared and delivered to him. However, due to the slow-down in mobile home sales, he has decided not to proceed at this time. No further assistance is needed at this time.

Project 454: Assistance to a kitchen cabinet manufacturer in Ware County

A manufacturer of custom designed kitchen cabinets desired to expand into a production line facility to manufacture standard cabinet units for the mobile

home industry and other high volume users. This manufacturer requested assistance in preparing a market study to determine the potential for production line cabinet manufacturing to supply the mobile home industry.

Results: The market study was completed and delivered to the company for evaluation. Subsequent to the delivery of the market study, the company's production building was completely destroyed by a tornado which has delayed further consideration of its expansion plans for at least twelve months. No further assistance is needed at this time.

Project 463: Assistance to a manufacturer of synthetic resin adhesives interested in locating a plant in Coffee County

This company is interested in locating a plant in Coffee County and has requested assistance in developing additional data relative to a market analysis study prepared by IDD.

Results: This information was developed and forwarded to the company for evaluation. The company has recently advised the Coffee County Chamber of Commerce that because of the current economic conditions, it must delay consideration of further expansion. No further assistance is needed at this time.

On Going Projects

There are now five projects under way in this area.

Project 441: Assistance to a chicken hatchery in Brantley County

This company has decided to establish a feed mill facility in Brantley County to produce feed for its hatchery. IDD developed and furnished market information on the poultry industry to assist the company in making its decision to locate in this county. Assistance was rendered with the preparation and presentation of a loan application to SBA to cover cost of the new facility.

Results: The project is continuing.

Project 467: Assistance to a food processing company in Coffee County

This company plans to expand its production facilities and has requested IDD assistance in the preparation and documentation of an EDA loan application. It is estimated that this expansion will provide employment opportunities for a minimum of 100 additional employees.

Results: The project is continuing.

Project 468: Assistance to two individuals interested in manufacturing roof trusses in Coffee County

Two individuals are interested in establishing a manufacturing facility to produce roof trusses for the conventional housing market. At their request,

IDD is assisting them in evaluating the market for this type item within a 50-60 mile radius of Douglas, Georgia. Their initial employment will consist of three production workers.

Results: The project is continuing.

Project 475: Assistance to an upholstered furniture manufacturer in Bacon County

This company manufactures upholstered living room furniture in an old school building. The layout of the building does not lend itself to efficient production and material flow. IDD assistance has been requested in providing recommendations for remodeling the facilities and the development of a satisfactory plant layout. Recommendations for improving production methods have also been requested. This company has been in operation for less than one year and has grown from a one man operation to its current employment of 12 people. Further growth is anticipated with the improvement of the production facilities.

Results: The project is continuing.

Project 476: Assistance to a lumber company in Ware County

This company is considering expansion and diversification to include the manufacture of particleboard and hardboard products. IDD assistance has been requested in developing a market study for these products within a reasonable radius of Waycross, Georgia. The market study has been completed and will be presented to the company for its evaluation.

Results: The project is continuing.

SOUTHWEST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

The Southwest Georgia Economic Development District consists of 13 counties, of which eight are eligible Redevelopment Area counties: Baker, Calhoun, Lee, Miller, Mitchell, Seminole, Terrell, and Worth. The Growth Centers are Albany (Dougherty County) and Bainbridge (Decatur County).

Discontinued Projects

During the period eight projects were discontinued in this area.

Project 373: Assistance to a hardware company in Dougherty County

The hardware company desired to expand its existing facilities. It requested an economic impact study, as well as site, labor, and financial information. The company also considered requesting an EDA loan.

Results: Due to a recent merger of this company with another firm, the expansion plans have been deferred for about two years. No further assistance is needed at this time.

Project 375: Assistance to a cabinet manufacturing company in Dougherty County

A cabinet manufacturing company desired to expand and move into a new plant to produce kitchen cabinets. The company requested IDD assistance in preparation of a layout for the proposed plant.

Results: The company implemented several recommendations prepared by IDD for improvement in its present production methods. A recommended plant layout is being implemented in the company's new facilities. Employment has increased from 13 to its current total of 20 people. No further assistance is needed at this time.

Project 381: Assistance to a concrete products company in Dougherty County

This concrete products company needed to expand its facilities and decided to build an additional plant nearer the center of the market area. It requested IDD assistance in establishing the new plant.

Results: The company received IDD assistance with a plant layout, establishing an inventory and cost control system, and material handling procedures. The new branch concrete block plant is operating and has an initial employment of 12 people. No further assistance is needed at this time.

Project 398: Market analysis information for a warehousemen's association which intends to open a peanut shelling plant in Worth County

The warehousemen's association has requested market information to assist them in their plans to open a peanut shelling plant in Worth County.

Results: A market study was completed and forwarded to the group for evaluation; however, the association has decided to purchase a company now in operation instead of starting a new business. No further assistance is needed at this time.

Project 406: Assistance to a farm machinery manufacturing company in Lee County

The company desired to expand and had requested assistance in locating additional information about metal casting, heat treating resources, and sources of fiberglass components.

Results: Information was provided on sources of supply for ductile iron castings, gears, fiberglass components, and heat treating services. No further assistance is needed at this time.

Project 413: Assistance to a tire retreading equipment manufacturer in Worth County

The company requested IDD assistance in establishing improved management control systems and improvement of production techniques. With the solution of these problems, the company hopes to add 30 employees.

Results: IDD assisted this company in solving many of its management problems as well as recommending the establishment of several internal control procedures to improve its operation. No further assistance is needed at this time.

Project 431: Assistance to a steel fabricator in Dougherty County

A custom fabricator of structural steel has requested assistance in establishing production controls, scheduling, and a job cost accounting system.

Results: The production control system was developed and delivered to the company for implementation. The company has decided to defer the development of a job cost accounting system until later. No further assistance is needed at this time.

Project 436: Assistance to a machinery manufacturer in Mitchell County

A manufacturer of feed mill machinery planned to expand its production facilities and had requested assistance in locating a source of funds to cover cost of a new building and additional machinery as well as working capital.

Results: The unsatisfactory operating and financial conditions of this company made it impossible to locate a source of funds in the amount needed.

On Going Projects

There are now three projects under way in this area.

Project 444: Assistance to a machinery company in Decatur County

This company is considering manufacturing an outdoor gas cooker to be produced with production line methods. IDD has been requested to furnish a market analysis and suggestions for a marketing system. Assistance has also been requested in the development of a plant layout for the manufacture of the cookers. A market study was prepared and delivered to the company for its information.

Results: The project is continuing.

Project 461: Assistance to a textile waste processor in Mitchell County

A processor of textile waste plans to expand its operation and has requested assistance in preparing a plant layout for a proposed new building. A preliminary layout has been completed and forwarded to the company. The company is considering leasing one of several existing buildings and, therefore, a final plant layout cannot be prepared until the company decides on a particular building.

Results: The project is continuing.

Project 472: Assistance to several individuals interested in establishing a plant to manufacture mobile homes and modular housing in Lee County

Several individuals are interested in establishing a plant to manufacture mobile homes and modular housing, and have requested IDD assistance in areas of marketing, financial planning, and production methods. They tentatively plan to manufacture four mobile homes a day with growth to eight per day and provide employment opportunities for 130 people.

Results: The project is continuing.

MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

General

The Middle Flint Economic Development District consists of eight counties, of which six are eligible Redevelopment Area counties: Dooly, Macon, Marion, Schley, Taylor, and Webster. The Growth Center is Americus (Sumter County).

Discontinued Projects

During the period six projects were discontinued in this area.

Project 387: Assistance to a furniture and bedding company in Sumter County

The company intended to expand its operation and its work force. It had requested assistance in planning its expanded plant layout and in helping resolve its inventory problems.

Results: A recommended plant layout, which included the installation of conveyor production lines, and suggestions on materials handling and an inventory control system were submitted to the company. Many of these recommendations have been implemented by the company with good results. Assistance was also provided in locating suppliers of pre-finished wood parts. No further assistance is needed at this time.

Project 412: Assistance to a mining company which desired to expand its facilities in Macon County

The mining company desired to expand by adding a plant to process air-floated kaolin. The company requested that IDD analyze the market for this product.

Results: A market study was prepared and given to the company for its consideration. The proposed new plant would provide employment for 12 people. No further assistance is needed at this time.

Project 422: Assistance to a metal casket manufacturer in Sumter County

This firm requested IDD assistance with improving its cost control system and in solving certain production problems.

Results: Recommendations on improved production techniques, material handling, and an inventory control system were submitted to the company for implementation. No further assistance is needed at this time.

Project 458: Assistance to a city in Sumter County

The city of Americus (Growth Center) submitted an application to EDA for funds to cover cost of an expansion of its water and sewerage system.

Results: IDD assisted the city with the documentation and preparation of an economic impact study which was forwarded with the application. The proposed expansion of the water and sewerage system should attract new industry to the area and create several hundred new jobs.

Project 462: Assistance to a manufacturer of mobile homes and modular housing in Sumter County

A manufacturer of mobile homes and modular housing had requested assistance in developing improved personnel policies.

Results: IDD has furnished the management of this company with information pertaining to personnel recruitment and motivation. The management is in the process of developing a formal personnel program based on this information and has decided that in-plant assistance will not be necessary. No further assistance is needed at this time.

Project 464: Assistance to a mobile home manufacturer in Taylor County

This firm is experiencing considerable difficulty in the manufacture of mobile homes and has requested assistance in solving management problems and with the establishment of a production control system for its operation.

Results: IDD prepared and presented recommendations and guidance on a wage incentive system, production techniques, cost accounting, and personnel policies. The implementation of these recommendations has resulted in considerable improvement in the operation of this company. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 460: Assistance to an individual in Taylor County desiring to establish a quail processing plant

An individual has requested IDD assistance in establishing a plant for processing commercially grown quail. Assistance is being rendered in determining the potential market, in a plant design to meet state and federal inspection regulations, and in locating manufacturers of processing equipment.

Results: The project is continuing.

Project 471: Assistance to a proposed woodworking plant in Webster County

This company plans to establish a woodworking plant and has requested assistance in applying for a SBA 502 loan. Assistance was rendered in the preparation and presentation of a loan request to the Small Business Administration. Assistance is also being rendered this company in locating a manager for the new plant.

Results: The project is continuing.

Project 482: Assistance to a company interested in establishing a prefabricated housing plant in Taylor County

This is a newly organized corporation interested in establishing manufacturing facilities in an existing warehouse building to produce prefab homes. IDD has been requested to assist with the development of a plant layout and to advise the company of production techniques used in similar operations, especially material handling. A preliminary plant layout has been prepared and presented to the company for its information.

Results: The project is continuing.

CHATTAHOOCHEE-FLINT ECONOMIC DEVELOPMENT DISTRICT

General

The Chattahoochee-Flint Economic Development District consists of nine counties, of which three are eligible Redevelopment Area counties: Heard, Meriwether, and Pike. The Growth Centers are Carrollton (Carroll County) and LaGrange (Troup County).

Discontinued Projects

During the period two projects were discontinued in this area.

Project 428: Assistance to a clothing manufacturer in Carroll County

This company was required to initiate an immediate expansion to its manufacturing facilities and to restructure its company organization in order to meet an accelerated sales demand.

Results: IDD assisted the company in expeditiously accomplishing these tasks. The new expanded facilities are complete and in operation. When fully operating, the new facility will provide employment opportunity for 120 people. The company is interested in establishing an additional sewing plant employing 100 people, but this plant will probably be located in a non-EDA area. No further assistance is needed at this time.

Project 455: Assistance to a carpet plant in Troup County

This company plans to expand by purchasing an additional tufting machine and requested assistance in applying for a SBA loan.

Results: IDD assisted the company in obtaining financial assistance for purchasing the new tufting machine. This machine is on order for delivery in the fall and will provide employment for eight additional people. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

This company has a critical need for additional working capital and is in need of assistance in solving several management problems. IDD has made a complete analysis of this company's operations and has prepared and presented recommendations to this company for improved operations. Many of these recommendations have already been implemented with good results. Assistance is now being rendered with the preparation of a business loan application to obtain additional working capital.

Results: The project is continuing.

Project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand its operations and has requested assistance in obtaining a loan to cover costs of a building and additional equipment. IDD has assisted this company in presenting a proposal to SBA for consideration under the SBA 502 program.

Results: The project is continuing.

Project 448: Assistance to an electrical wire manufacturer in Carroll County

This electrical wire manufacturer desires to expand its facilities by establishing a copper refinery and to further expand its rod and fine wire operations. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as a part of the application. This application has been reviewed by the Huntsville EDA office and forwarded to Washington with a favorable recommendation. The total employment impact of the project will be the creation of new jobs estimated in excess of 1,400.

Results: The project is continuing.

COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

The Coastal Area Economic Development District consists of six counties, of which two are eligible Redevelopment Area counties: Bryan and Long. The Growth Centers are Brunswick (Glynn County) and Hinesville (Liberty County).

Discontinued Projects

During the period two projects were discontinued in this area.

Project 430: Assistance to a sign manufacturing company in Glynn County

A sign manufacturer was displaced by an urban renewal project and requested assistance in developing a plant layout for a new building.

Results: The plant layout was completed and presented to the company officials for use in its planned relocation. The company plans to start its move as soon as the urban renewal project is initiated. No further assistance is needed at this time.

Project 445: Assistance to a woodworking company in Glynn County

This company was interested in diversifying its product line. It presently manufactures crab traps, seafood shipping boxes, and plywood shipping containers. The company was interested in manufacturing wooden cleats for the produce growers and florists in the Florida area.

Results: As a result of a survey conducted by IDD it was determined that the market for cleats is very limited and, therefore, it was decided not to begin large scale manufacture of this item. The company will produce a limited quantity of cleats with its present force during the off season. No further assistance is needed at this time.

On Going Projects

There are now two projects under way in this area.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

A group of individuals is considering establishing a chemical reclaiming plant to remove pollutants from water effluent at pulp mills. They have requested a study to determine the market for the reclaimed chemicals and assistance with the preparation of an EDA loan application. The market analysis report was completed by IDD and forwarded to the group for their information and will be included in the EDA application, when submitted.

Results: The project is continuing.

Project 477: Assistance to a Growth Center in Liberty County

The city's incorporated limits have recently been extended to include land for an industrial park. The EDA economic development representative has requested IDD to assist the city in identifying the site best suited for industrial purposes. An analysis has been completed and a preliminary report prepared and submitted to the city officials for their review and comments prior to the final report being written.

Results: The project is continuing.

LOWER CHATTAHOOCHEE ECONOMIC DEVELOPMENT DISTRICT

General

The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

Discontinued Projects

During the period four projects were discontinued in this area.

Project 386: Economic Impact information for a city in Clay County

At the request of the EDA Economic Development Representative, the city has been provided with impact information and documentation requested for an application to EDA to support a supplemental grant for a sewerage project.

Results: EDA has approved funding of this project in the amount of \$96,000. No further assistance is needed at this time.

Project 410: Assistance to a wood products company in Early County

The company requested a market study covering the field of plywood shipping containers.

Results: A market study on marine cargo containers was prepared by IDD and discussed with the principals of this company. No further assistance is needed at this time.

Project 438: Assistance to a mobile home manufacturer in Early County

This firm is a new manufacturer of mobile homes. The firm requested IDD guidance in developing a production control system.

Results: The proposed production control system has been prepared and submitted to the company for review. The initial employment was 35 people; however, employment is expected to build up to at least 60 employees when full production is reached. No further assistance is needed at this time.

Project 450: Assistance to a wood dimension stock manufacturer in Early County

This manufacturer of wood frames for upholstered furniture had experienced a drastic curtailment of sales resulting in a reduction in work force.

Results: IDD has assisted in developing new markets for the manufacturer. Sales are steadily improving and the work force is now stabilized. No further assistance is needed at this time.

On Going Projects

There are now two projects under way in this area.

Project 473: Assistance to the Lower Chattahoochee Economic Development District

A paper container manufacturer has expressed an interest in locating a plant in the Lower Chattahoochee Economic Development District. The Economic Development District has requested IDD assistance in updating a study on the paperboard container industry, previously prepared by Georgia Tech. The updated market study has been completed and forwarded to the economic development district for information.

Results: The project is continuing.

Project 474: Assistance to a tool and die company in Randolph County

The owner of a tool and die company has requested assistance with his plans for expansion and diversification. Assistance is being rendered in diversifying the sales effort. IDD has compiled data and information for distribution to possible sources of new business.

Results: The project is continuing.

PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

During the period there were nine projects active in counties outside of the Economic Development Districts.

Discontinued Projects

Five projects were discontinued during the period.

Project 396: Assistance to a new carpet mill in Murray County

The carpet mill has quickly grown to a point where it needs additional facilities and has requested that IDD provide assistance with expansion planning. The company intended to employ 27 additional people. Plant layout plans have been provided by IDD.

Results: The city is unable to provide this plant with the necessary effluent disposal system required for the proposed expansion. The company now plans to locate the new dye facility in a non-EDA county. No further assistance is needed at this time.

Project 397: Assistance to a lumber company in Floyd County

The lumber company which had asked IDD assistance in layout expansion plans for a new mill is completing its expansion.

Results: The layout plans provided by IDD met the company's requirements and the expansion has provided jobs for three additional workers. No further assistance is needed at this time.

Project 418: Assistance to a furniture manufacturer in Floyd County

The furniture company requested IDD help in solving its personnel problems of excessive absenteeism, labor turnover, and related personnel matters.

Results: IDD has conducted a personnel audit interview with the company. Floyd County is no longer an EDA county, and the management of this company believes that they will be able to solve their personnel problems without further assistance.

Project 433: Assistance to an individual in Paulding County interested in establishing a scrap metal processing company

This individual was interested in establishing a company to process junk automobiles for scrap. He requested IDD assistance in determining the availability and marketing for this type scrap and the capital requirements.

Results: IDD assisted in the development of capital requirements for this type operation. The individual was unable to locate a source of capital. No further assistance is needed at this time.

Project 446: Assistance to a carpet yarn spinning mill in Murray County

The spinning mill has recently expanded its operations and increased employment from 100 to 210 employees. The company is experiencing a high labor turnover and has requested assistance in stabilizing its work force.

Results: A thorough analysis of this company's operation was conducted by IDD and several personnel policy changes were recommended. No further assistance is needed at this time.

On Going Projects

There are now four projects under way in counties outside of the Economic Development Districts.

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturing company for ladies undergarments and plastic storage bags desires to expand its production facilities and market area. The company has a new building under construction and IDD is assisting with the development of a plant layout. Marketing information requested has been developed and forwarded to the company for evaluation. This expansion will provide employment opportunities for 12 additional people.

Results: The project is continuing.

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted by the manufacturer were reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

Project 457: Assistance to a potential modular home manufacturer in Jones County

This company desires to establish a modular home manufacturing plant and has requested assistance in developing a prospectus and plant layout for its new facility. A preliminary plant layout and flow design was prepared and delivered to the company for implementation. IDD assisted this company with the preparation of a market study for modular housing in the southeastern area. The proposed company will have an initial employment of 20 people and will increase to 60 people within three months.

Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County

This company is planning an expansion of its operations to include the production of commercial carpets. IDD is assisting with the preparation of a cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion. This expansion will provide 18 additional job opportunities.

Results: The project is continuing.

APPENDICES

Appendix 1

ESTABLISHMENT AND REPORTING OF EDA PROJECTS (Project A-1179)

1. Individual EDA projects funded under Project A-1179 will be formally established and monitored by the Head, Industrial Services Branch (Project Director). Approval of the project must be obtained before charges can be made. Branch offices and other IDD Branches or Sections recommending the establishment of projects will furnish sufficient information, on a copy of the form shown in Exhibit A, for the Project Director to make a decision and make staff assignments.
2. If the project is approved, all previous work done in relation to this project will be chargeable to that specific project number. Upon approval of a project, the project director will assign a Project Number and a completed copy of the EDA Assistance Case Record form (Exhibit A) will be forwarded to the responsible branch or section, and, in the case of branch offices, a copy will be forwarded to the Director of Area Development. When the project is terminated the completed form will be returned to the Project Director.
3. In the event a project is not formally established, but investigative time and project analysis time has been authorized, then that time will be specifically authorized for charge against A-1179. To accomplish the reporting of this situation, the following terms will be used:
 - (a) Program Management. This term is reserved exclusively for the project director and assistant project director. Branch office personnel will prorate necessary administrative time to the specific numbered projects on which they are working.
 - (b) Program Research. This will be used for general background research in support of the overall EDA program and not in research specifically related to a numbered project. This term will normally be used only when so assigned by the Project Director.
 - (c) Project Establishment Analysis. This term will be used to charge time needed to analyze the situation to determine if a project should be established. The name of the company and a description of the work performed will be reported in the comments section of the monthly EDA activity Report (Exhibit B). Upon establishment of a project, time so charged will be charged to the numbered project.
4. EDA activity supported by Project A-1179 will be reported on a monthly basis. Reports will be submitted within five days following the end of the month. The report will be made on the EDA Activity Report form, shown in Exhibit B, in accordance with instructions contained in Exhibit C.

Appendix 1 (continued)

CRITERIA FOR STARTING NEW EDA PROJECTS

In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Growth Center.
2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.
3. There must be a stable and/or growing market for the product or products involved.
4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.
5. The proposed project must not involve the relocation of a business from one area to another.
6. The proposed project must not involve providing financial assistance to any industry in which there is an over capacity of production (e.g. poultry, garment).

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.

Appendix 1 Exhibit A

EDA ASSISTANCE CASE RECORD

Company _____ Case No. _____

Address _____ Telephone _____

Name and Title of company contact _____

Origin of request _____

Assigned to _____ Date _____

.....

Background and nature of the problem:

Work Performed

Date

Action Taken

Man-hours

.....

Results and Remarks

Due in Atlanta by 5th of Following Month

BRANCH _____ MONTH _____

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Appendix 1 Exhibit C

INSTRUCTION FOR COMPLETION OF EDA MONTHLY ACTIVITY REPORT FORM

The purpose of the EDA Activity Report is to provide information relative to EDA Projects being worked on by individuals in IDD.

The report is due in Industrial Services Branch by the 5th of the month following the month for which the report is submitted.

Complete Form as follows:

Top of Form:

Branch: Branch of which individual is member

Month: Month for which report submitted

Column #

1. Project Number: EDA Project Number assigned by Industrial Services Branch, Atlanta.
2. Company Name,
Contact, County,
Reported by: Name of company; name of individual in company to be contacted; county in which company is located; IDD staff member who is reporting.

Type:

3. Expansion or Diversification
4. New Business
5. Business Stabilization (save jobs)
6. Community Development
7. Time Charged: Number of hours worked on each project during month.
8. Month/Year: Month and year in which work was performed
9. Employment
Change (+ or -): Net change in the number of persons employed by the subject firm since the last report. For new projects for which there is no previous report, insert, in parentheses, the total number of persons employed by the subject firm.

New; Con.; Disc.

10. New for projects not previously reported

Appendix 1 Exhibit C (continued)

11. Cont. for continuing projects
12. Disc. for projects closed during month
13. Description/Comments/Results/Employment Change/Explanation

For New
Projects:

Describe the product(s) produced by the subject company. Describe project indicating what assistance is needed and what is to be done in addition to what was done during the month. Estimate the change in employment anticipated as a result of IDD assistance. If the project is a business stabilization type with the main purpose of saving jobs by preventing the failure of the firm, indicate how many jobs will be saved if IDD's efforts are successful.

For
Continuing
Projects:

Report status of project and what has been done during the month, and explain any increase or decrease in employment reported in Column #9.

For
Discontinued
Projects:

Report why project was closed; results of IDD's efforts to date; results expected in future and by what date; any special problems IDD could not solve; approximate date closed project should be checked to see if expected results are obtained. In all cases the change, if any, in employment as a result of IDD assistance should be explained and evaluated fully. This explanation and evaluation should include any jobs saved in a business stabilization type project even if there is no net change in employment.

At the bottom of page, indicate total hours charged to all EDA projects and percentage of time charged to EDA on time sheets. Example: Total hours 120; Time on Time Sheet 75%.

OUTLINE OF IDD EDA PROGRAM
IN THE LOWER CHATTAHOOCHEE EDD

The following program pertains only to EDA-designated counties and the Economic Development Centers, when designated. Designated EDA counties as of 1 July 1969 in the Lower Chattahoochee Area are: Clay, Early, Quitman, Randolph, and Stewart. There are no designated Economic Development Centers to date.

Over All Strategy

The strategy of the Industrial Development Division in performing its duties under the EDA grant is two-fold:

- a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, Georgia Planning Bureau, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.
- b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, as well as those identified through discussion with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

Objectives of the EDA Program

- To stimulate the expansion and diversification of existing industry.
- To support the formation of new, economically sound enterprises.
- As an ultimate objective from the two stated above, to create additional jobs.

Scope of Services Available

The scope of management and technical assistance services available through this program is briefly summarized as follows:

Organization analysis; guidance and recommendations on financing; plant layout; development of market data; assistance in locating suppliers of special equipment or services; determination of

Appendix 2 (continued)

manpower requirements; assistance in production methods and procedures; recommendations regarding sales and distribution methods; assistance in the formation of new ventures, new plant construction, and/or expansion.

These services are available to established firms which show a capacity and interest in expansion and diversification. In addition, this same type of service will also be made available to those individuals or groups offering a good potential for establishing new enterprises.

In addition to the management and technical assistance services available, the following will be accomplished:

1. Audit of firms located in newly designated Economic Development Centers and selected counties for the purpose of identifying the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas and to determine need for management and technical assistance services which may be rendered by IDD.
2. Make studies to determine the economic impact that business and public works projects proposed for Economic Development Centers and in EDA-designated counties will have on EDA-designated areas.

Criteria for EDA Projects

In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Development Center.
2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.
3. There must be a stable and/or growing market for the product or products involved.

Appendix 2 (continued)

4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.
5. The proposed project must not involve the relocation of a business from one area to another.
6. The proposed project must not involve providing financial assistance to any industry in which there is an over capacity of production (e.g. poultry, garment).

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.

Approach

1. Until such time as an Economic Development Center is designated, a selective re-survey of industry in EDA-designated counties will be accomplished in coordination with the Lower Chattahoochee EDD. Details to be worked out as mutually agreeable with the EDD and IDD.
2. IDD will continue to respond to the requests for assistance from the EDA Economic Development Specialists and the EDD.
3. As individual case projects are developed, IDD staff personnel will be assigned responsibility for management or technical assistance projects. Work performed on each project and the results achieved will be recorded on individual project report forms. The Lower Chattahoochee Valley Area Planning and Development Commission will be advised periodically as to the nature and status of projects.
4. Upon designation of an Economic Development Center it is proposed that the audit of firms located therein begin.
 - a. At the earliest possible date, after designation of an Economic Development Center, it is suggested that notice of the program be given to the newspapers by the Lower Chattahoochee EDD (see

Appendix 2 (continued)

attached suggested press release) and that each of the manufacturers in the Economic Development Center receive a letter from the Lower Chattahoochee Valley Area Planning and Development Commission announcing the program. (A suggested letter is attached.)

- b. Each of the firms will subsequently be contacted personally by an IDD representative. A representative of the commission will also be invited to join with the EDD representative in making these contacts. As a part of this interview, information will be collected by the IDD representative on such factors as employment, product, and production capabilities of each company. (A survey form is attached.) A copy of each completed data sheet will be furnished the EDD.
- c. As individual case projects are developed the same approach as outlined in Paragraph 3, above, will be followed.

LOWER CHATTAHOOCHEE VALLEY AREA PLANNING AND DEVELOPMENT COMMISSION

SUGGESTED
PRESS RELEASE

Address _____

Telephone No. _____

For Further Information:

MANAGEMENT AND TECHNICAL ASSISTANCE
AVAILABLE TO INDUSTRY

A program of providing management and technical assistance to (Name of City) industries is underway. This service is sponsored by the Economic Development Administration and Georgia Tech. The staff of the Lower Chattahoochee Valley Area Planning and Development Commission is working with representatives of the Industrial Development Division of Georgia Tech in the performance of this program. The purpose of this program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities. Services to the industries cover the broad fields of management guidance, market research, and technical assistance.

Letters explaining the program will be mailed to (Name of City) industries by the Lower Chattahoochee Valley Area Planning and Development Commission. A representative from Georgia Tech will soon be contacting firms in (Name of City) in order to personally outline the program in greater detail. If a firm wished to avail itself of such assistance prior to being contacted, it should get in touch with _____ of the Lower Chattahoochee Valley Area Planning and Development Commission.

Times Journal
4-22-70

Help offered to firms

The Central Georgia Branch of the Georgia Tech Industrial Development Division and the Heart of Georgia Planning and Development Commission announced today that a program providing technical and management assistance to Dodge County industries is in progress.

This service, sponsored by the Economic Development Administration, is implemented by the Industrial Development Division of Georgia Tech in cooperation with the Heart of Georgia Planning and Development Commission.

Purpose of the program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities within these companies. This will be done by assisting the industries in overcoming their problems in the broad areas of management guidance, market research, technical assistance, and management assistance.

Letters explaining the program will be mailed to Dodge County industries by the Central Georgia Branch of IDD. John H. Frazer, Jr., director of the Central Georgia Branch of the Georgia Tech Industrial Development Division, will soon be making contact with firms in Dodge County to personally outline the program in greater detail.

If a firm wishes to avail itself of such assistance prior to being contacted, it should get in touch with Mr. Frazer in Macon or with the staff of the Heart of Georgia Planning and Development Commission in Eastman.

Appendix 2 Exhibit B

LOWER CHATTAHOOCHEE VALLEY AREA
PLANNING AND DEVELOPMENT COMMISSION

Dear

Last year the U.S. Department of Commerce sponsored a program of management and technical assistance through Georgia Tech's Industrial Development Division which was of direct benefit to more than 100 firms in Georgia. We are pleased to inform you that this program of specialized service has been expanded and is now available to you.

This program is a joint effort of the Economic Development Administration and Georgia Tech. Its purpose is to stimulate the expansion and diversification of existing industry with the ultimate objective of creating additional job opportunities. The program of service to industry covers the broad fields of management guidance, market research and technical assistance in solving the many problems that beset business today.

In the near future, a representative of Georgia Tech will be contacting you for the purpose of clarifying the program and its objectives. In addition, he will want to discuss those areas of interest outlined in the attached survey form.

If you have any questions concerning the program, or if you wish to avail yourself of these services prior to being contacted, please call _____ of the Lower Chattahoochee Valley Area Planning and Development Commission.

CONFIDENTIAL MANUFACTURERS DATA SHEET

Date: _____

1. Firm Name _____ S.I.C.# _____

2. Street Address _____ P. O. Box _____

3. City and County _____ Phone _____

4. Key Personnel (include President, Manager, Purchasing Agent, etc.):

NAMESTITLESNAMESTITLES

5. Normal number of production employees: Total _____ Male _____

Key Skills _____

6. Products and/or Services: _____

7. Brief description of production process: _____

8. Average daily production output (with present facilities): _____

9. Maximum daily production output (with present facilities): _____

10. Normal production schedule: Days per year _____ Shifts _____ % Overtime _____

11. Major items of equipment: _____

12. Percentage of time that equipment is in use: _____ %

13. Specialized equipment and/or capabilities, if any: _____

14. Are you interested in handling subcontracts? _____ Government Contracts? _____

Same products? _____ New products? _____

15. Major materials, components, supplies used and sources.

ITEMSOURCEITEMSOURCE

16. Needs, if any, for additional and/or closer sources of materials and supplies: _____

BY-PRODUCTS AND WASTE

17. Types and quantities of by-products and/or waste: _____

18. Present disposition of by-products and/or waste: _____

() Increasing
() Steady
() Decreasing

SALES AND MARKETING

19. Current sales volume: _____ () Decreasing

20. Seasonal fluctuations: _____

21. Description of distribution system used: _____

22. Marketing area (county, state, region, nation, overseas): _____

| | |
|-----------|---|
| EXPANSION | 23. Plant expansions in the last five years: _____ |
| | _____ |
| | _____ |
| | 24. Expansion and/or diversification interests/possibilities: _____ |
| _____ | |
| _____ | |

25. Transportation services used (check): Rail _____ Highway _____ Air _____

26. Presently, what are the major problems confronting your business? _____

27. Would you like to be kept informed of new developments in any particular fields of management, science, engineering, or technology? _____

| Name | Title |
|--------------|-------|
| Comments: | |
| | |
| | |
| | |
| | |
| Interviewer: | |
| | |

The Millen News

Second Class Postage
Paid at Millen, Ga.

MILLEN, GEORGIA — THURSDAY, NOVEMBER 20, 1969

Form 3579 may be addressed
to 407-9 Cotton Avenue

Ravenwood Industries To Open Plant In Millen

Ravenwood Industries, Inc., manufacturer of quality coffee tables and lamp tables, will move its operation from the Stone Mountain Industrial Park in Tucker, Georgia to the industrial district in Millen, Georgia. The company has purchased an existing building from the Millen Warehouse Company. The 36,000 sq. ft. facility is located next to the OVEMA egg plant on the Old Sylvania Road.

The company is currently in the process of moving the production equipment and materials to their new facility in Millen. Mr. W. C. (Cliff) Rozar, president of Ravenwood, said that present plans call for an initial work force of 40-60 people. In addition, the company has projected a peak employment of 400-450 with the next 3-4 years in conjunction with a planned expansion program. All projected supervisory personnel will be taken and trained locally. Mr. Rozar said that he did not wish to go outside the area to recruit this talent. It is well to note that prior to the closing of the Tucker, Georgia plant the management of Ravenwood found jobs for all of its former employees. The company has been located in Tucker for six of its seven year history.

The company's move to Millen was made with intentions of a major expansion in the second quarter of 1972 or earlier. Enough land was acquired or optioned to make this expansion possible. During the expansion program, the company plans to begin manufacturing living room furniture first, and then expand the line into dining room furniture.

An additional facility to be constructed at the site will be a railroad lead track which will be served by the main line of the Central of Georgia Railway (Southern Railway System). By having rail access, the company will be able to purchase in carload quantities as well as utilize rail service for outbound shipments.

Mr. Charles McAuley, dir-



Mr. W. C. Rozar

ector of industrial development, Georgia EMC was instrumental, in conjunction with the Georgia Institute of Technology, in establishing initial contact with Ravenwood Industries, and in selling the company on the advantages of moving to Millen. At the time Mr. McAuley first talked with Ravenwood, they were in close negotiations with two other Georgia communities. Through Mr. McAuley's efforts, Ravenwood's management concluded that Millen was exceptionally well-suited to their requirements, and proceeded to conclude the purchase of land and building.

The Millen-Jenkins County airport figured prominently in Ravenwood's choice of Millen as their new location. The company maintains a Beechcraft Bonanza, N5632K, yellow and white, with a Millen, Georgia registration. The plane has a cruising speed in excess of 200 MPH.

Mr. Rozar said that he planned to move his family to Millen at the end of November. He is married to the former Inez Nash of Atlanta, and they have three children, Mark, age 14; Billy, age 12; and Gail, age 11. Cliff said that he and his family are looking forward to making their home in Millen where they will build a home at a later date.

FULGHUM INDUSTRIES INC.

WADLEY, GEORGIA 30477
PHONE 252-5223



Manufacturers of
The FULGHUM DeBarker

June 5, 1970

Mr. Hardy Taylor
Georgia Tech IDD
1132 W. Peachtree
Atlanta, Georgia

Dear Mr. Taylor:

I want to thank you and your organization for the study that was completed on FULGHUM INDUSTRIES behalf. You gave us a very comprehensive report which was well prepared.

We are now beginning to make changes in our company as you suggested.

Thanks again for your work on our behalf.

Yours very truly,

FULGHUM INDUSTRIES, INC.

Tommy Fulghum
Executive Vice President

bhm

Southwire Company



CARROLLTON, GEORGIA 30117

TELEPHONE 404-832-6311

TELEX 54-2799

December 9, 1969

Mr. Bill Ward
Industrial Services Branch
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree, N. W.
Atlanta, Georgia 30309

Dear Bill:

I am writing to thank you for your assistance and valuable time in compiling and submitting our application to the EDA for financial assistance on our Copper Project. I really do not think I could have fully completed the application without your assistance. We here at Southwire, in following up the application, feel that it was well put together, and, thanks to your help, thorough in its contents.

I would like to request that you treat our plans on this Copper Project as confidential at this time. Although it is somewhat of an open secret that we are doing a study on copper refining, we feel that our financial efforts, as well as our acquisition of raw materials, could be seriously undermined by any premature publicity. I realize that you are probably aware of this need for confidentiality because you have worked so closely with us on the project, but I thought that it might be a good idea to remind you.

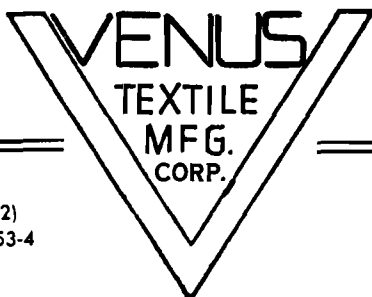
We are making minor alterations and additions at the request of some of the Huntsville people, and I will forward this information to you as we get it put together. In addition, I will try to keep you fully informed on the progress of the application itself. Meanwhile, if you have any questions on the project, please feel free to call me, either at the office or at home.

Yours very truly,

SOUTHWIRE COMPANY

C. M. Bayliss, Manager
Development Engineering

CMB/hs



Telephone;
(Area Code 212)
Murray Hill 6-1553-4

MANUFACTURERS OF:
APRONS - COBBLERS - SMOCKS
BEACH and LEISURE *Fashions*

SOCIAL CIRCLE, GA.

Main Office: 1170 BROADWAY, NEW YORK, N. Y. 10001
Show Room: 1350 BROADWAY, NEW YORK, N. Y. 10018

January 1, 1970

Mr. L. Tom Murphy, Jr., Director
Ga. Tech IDD
127 7th. Street
Augusta, Georgia 30902

Dear Mr. Murphy:

Both of the partners who own our company have been here this week and we were able to go over the plan you drew up for better use of the new portion of our building with them.

I was confident they would approve it, but I must admit I was surprised at the genuine enthusiasm they both showed when they had given it a thorough going over.

You will recall I am sure that I had hoped (if they liked the plan) we could make the move now. They think we had best wait until July. This is the time for our next inventory and will be our slowest time as it usually is in July.

I want to thank you for all of the time and work you must have put into this project. We studied the drawing carefully and found it excellent and workable in every detail. We could have never come up with it without you.

So now, to make a good thing even better, it is our hope that you will be able to be here with us when we make the move.

Thanks again for a fine job. With kindest personal regards,
I am,

Very truly yours.

Horace Truitt



November 17, 1969

Dr. Arthur G. Hansen, President
Georgia Institute of Technology
225 North Avenue
Athens, Georgia

Dear Sir:

Please allow me to take this means of expressing to you my deep gratitude for the assistance and encouragement I received from your Industrial Development Division.

In June of 1967 I developed a better process and tool for producing custom designs in seamless flooring installations. The merits of this development was acclaimed by many of the major flooring industries, which encouraged us to spend time and money on research and development required to produce the tools and market the process. Being very limited in finances and knowledge for this type of development I was very discouraged after approximately a years time. At this time Mr. William C. Ward called on me, at the request of Mr. Gresham, with the Northeast Georgia Area Development, for the purpose of analyzing our development and future potential. Mr. Ward was very impressed with our accomplishments at that time, and felt that we qualified for assistance from his division. The assistance we have received from the Industrial Development Division has been most valuable, and if it were not for them we would not have continued our efforts and accomplished the following:

- Secured S.B.S. loan; secured national marketing agent;
- developed a practical production process for tools and
- followed through on our patent application, for which we
- recently received assurance from the patent office we
- would secure patent protection for process and tools.

Without the unceasing encouragement and help given to us by Mr. Hardy Taylor and Mr. Charles Wommack, we would not have the established potential of producing and marketing a new process and product on an international basis.



Thank you again for the help we received from your Industrial Development Division.

Sincerely yours,

Sam Smith Co., Inc.

Sam E. Smith
President

SES/bm
Encl.

SOUTHERN INDUSTRIAL PROJECT SERVICE, INC.

SWAINSBORO, GEORGIA

PHONE: BELMONT 7-8444

RESIDENCE: BELMONT 7-7387

October 27, 1969

Mr. William I. Denman, Jr., Head
Industrial Services Branch
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Ga. 30309

Dear Bill:

After reading over the pet food research paper, I find it very very interesting and helpful. Please convey to Harvey Diamond and Bob Castle the depth of my gratitude for this fine paper.

Bill, I notice on map number one the location of leading manufacturers, and there is one listed in California with the number six. Also, the same number appears in Illinois. I am wondering if you could supply me the name and address of the manufacturer in California. Also, is it possible that you have other manufacturers listed somewhere, particularly in the Los Angeles area, who would not be considered a leading company on a nationwide basis. Now the reason for my interest in the above companies lies in the fact that I am looking for a strong existing company with management "know-how" who lacks nationwide distribution and who, therefore, might be interested in a 50 percent position in a company located in Swainsboro, Georgia.

Your assistance will be received with great interest.

Sincerely yours,

LeRoy H. Williams
President

sh

THE CHAMBER OF COMMERCE

PHONE BELMONT 7-7375

SWAINSBORO, GEORGIA

July 23, 1969

Mr. Robert B. Cassell, Head
Community Development Branch
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree Street
Atlanta, Georgia

Dear Bob:

On behalf of the Chamber of Commerce may I thank you for taking away from your busy schedule to talk with LeRoy and myself. With the help of Georgia Tech Industrial Development Division, I am sure that all of the necessary information that is required for the project will be accumulated.

Please express our thanks to Bill Denman for working on this project. If we can ever be of service to you, please call on us.

Sincerely,

Jim Williams
Manager

lt

*Growth Center
for
Southeast Ga.*

SWAINSBORO, GEORGIA
EMANUEL COUNTY

JUL 24 1969

Blakely-Early County

P. O. BOX 189
PHONE: AREA CODE 912
723-3740
723-3741

CHAMBER OF COMMERCE

MOBLEY HOWELL
EXECUTIVE DIRECTOR

"On the Chattahoochee in Southwest Georgia"

2 COURT SQUARE
BLAKELY, GEORGIA 31723

September 22, 1969

Mr. William I. Denman, Jr., Head
Industrial Services Branch
Georgia Tech Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Denman:

Am in receipt of the four copies of your report "Marine Cargo Containers", which you prepared for us.

I have this date mailed copies to Mr. Edwin Cowan in Atlanta and to The Chattahoochee Industrial Railroad at Cedar Springs, Georgia. If additional copies are needed I will request them from you.

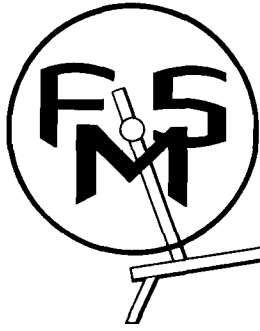
We appreciate very much your working with us on this project.

If I can ever serve you in any manner, please let me know.

Very truly yours,

Mobley Howell, Exec. Director

MH/vbs



Fort Mountain Spinners, Inc.

HOME OFFICE — 8888 GOVERNOR'S ROW, DALLAS, TEXAS 75247 • MILL — P. O. BOX Q, CHATSWORTH, GEORGIA 30705

December 10, 1969

Mr. William C. Howard
1132 W. Peachtree, N.W.
Atlanta, Georgia 30309

Dear Mr. Howard:

I received your letter today and I am very pleased with the information which you summarized. I feel that your visits with me have been very helpful and some of your suggestions have already been put into effect.

Any literature that you may receive that you think would be helpful to me, I would appreciate your passing it on if possible.

Thank you very much, and I will inform you as to any major results that I obtain.

Sincerely,

G.E. Thompson
Personnel Director

GET/bb

L. C. McMILLAN

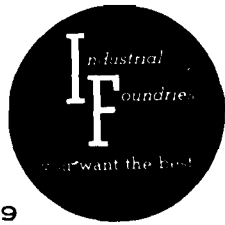
INDUSTRIAL FOUNDRIES, INC.

FINE ALLOYED CASTINGS & MANUFACTURES

ELECTRO PLATING - METAL FINISHING - PRODUCTION MACHINING

FACTORY AND SALES OFFICE

164 WATSON STREET . CARROLLTON, GEORGIA 30117 . 832-7049



May 27, 1970

Mr. Hardy Taylor
Industrial Services Branch
Atlanta, Georgia 30309

Dear Mr. Taylor:

We would like to take this opportunity to thank you and Mr. Wommack for the invaluable services you have rendered to Industrial Foundries over the past months.

The many suggestions you have made in regard to production and plant operations have proven very beneficial and well accepted by the employees.

We certainly appreciate the time Mr. Wommack has spent observing our plant and particularly in helping me solve problems for which I was totally unprepared.

We shall look forward to your continued interest in our company.

Sincerely yours,

INDUSTRIAL FOUNDRIES, INC.

Mary W. McMillan

MWM:mm

P. O. BOX 400
SPARTA, GEORGIA 31087
AREA CODE 404
PHONE 444-5359
J. D. COPELAN, *president*
MRS. J. D. COPELAN, *secretary*
A. S. HUBBLE, *treasurer*



SPARTA

FURNITURE MANUFACTURING CORPORATION

May 20, 1970

Mr. William C. Howard, Head
Manpower Resources Section
Georgia Institute of Technology
Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Howard:

Please accept our sincere thanks from everyone here at Sparta for your interest and also for Tom Murphy's interest in giving generously of your time and effort in helping us analyze the many different problems that we have. The time, discussion, and information that you have given us has certainly been a considerable help in the past; and I am sure it will reflect in the progress of our company in the days to come. The sincere interest of both you and Tom expressed in our company is greatly appreciated. The attitude which both of you have exemplified has made us feel that you are really a part of our company.

I am sure we will be calling on you in the future, and we invite your visit as often as you are in this area.

Yours truly,

SPARTA FURNITURE MFG. CORP.

J.D. Copelan
President

JDB:WB

Swainsboro opening *Augusta Chronicle 11/16/69* new industrial park

By MARY POWELL BRAGG
Sunday Chronicle-Herald Correspondent
SWAINSBORO, Ga. — Dedication ceremonies for the new Magic Mall Industrial Park in Swainsboro will be held Nov. 22 at 11 a.m. with former Gov. Carl Sanders as principal speaker.

The site of the dedication will be at the new 11-foot marker at the entrance of the park on the new Empire Expressway just off Meadowlake Parkway.

The marker was erected to honor . . . those dedicated citizens whose spirit of progress, determination and foresight caused the creation of this park in order to insure the further growth, progress and prosperity of our 'Growth Center area.' Included on the marker are names of those who were active during the time the county began its Overall Economic Development Program to obtain designation as a Growth Center.

In addition to an address by Sanders, the program will include introduction of those whose names appear on the marker, introduction of special guests, and a ribbon-cutting by Emanuel County Development Authority Chairman A. R. Daniels Sr. The Swainsboro High School Band under the direction of Tom Durden will appear in concert at 10:30 a.m., followed by an honor guard accompanying those listed on the marker who will be seated in a reserved section.

A large number of out-of-town guests are expected to attend the dedication, including state and national figures. The original likeness of the new industrial park, complete with replicas of heavy-type industry now stands from floor to ceiling in the Emanuel County Chamber of Commerce office in Swainsboro. This is what might be termed as the "first dream."

The park consists of 630 acres of prime industrial sites within the city limits of Swainsboro and located approximately three miles southwest of downtown Swainsboro.

LeRoy H. Williams was manager of the Chamber of Commerce when the Overall Economic Program was begun in 1966 with the help of he can ive the CSRA Planning and Development Commission. After months of research and study, map-making and graphs, it took six weeks of straight typing for a secretary to couple the book "DEDP" which submitted to the Department of Commerce, Economic Development Administration, Washington, D. C., and Swainsboro was soon designated as a "secondary growth center" within a Development District. Ordinarily, there is only one growth center within a Development District, but Swainsboro made the grade and joined the City of Augusta as the second growth center within Central Savannah River Area.

Augusta had previously been named as the Growth Center for this Develop-

ment District, and the secondary growth center classification for Swainsboro was the first such classification given to any city in the United States. Such a designation qualified Swainsboro to obtain federal funds from EDA.

The Emanuel County Development Authority was approved through official state legislation and named as a non-profit making organization by the Emanuel County Commissioners.

Arthur Daniels is chairman, J. F. Mathis is vice chairman; Jim Livingston is treasurer, and other members include J. Roger Dekle and W. D. Key. The Development Authority has official authority over the park.

The park has been constructed with a \$408,000 grant and \$408,000 loan from EDA. It has a three-mile, four-lane

highway, known as Empire Expressway, running through it. Giving access to the park, the Empire Expressway is lined with mercury vapor lights on tapered aluminum poles.

A 250,000-gallon water spheroid dominates the park from atop a small knoll near the overpass where Empire Expressway intersects with the Georgia-Florida Railroad. In addition to water, the park is equipped with gas and electricity.

Keller Stamping, Inc. was the first industrial plant to locate in the Magic Mall Industrial Park. Its original size was 120,000 square feet, and already it has doubled to 240,000 square feet. Keller Stamping, Inc. manufactures molded plastics, screws, rivets and component parts.